

## Mark Kington

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**From:** Helen Dragas [HDragas@dragas.com]  
**Sent:** Thursday, May 24, 2012 10:44 PM  
**To:** Mark Kington  
**Subject:** Transition press release

<http://www.cornellclubla.com/article.html?aid=122>

## Helen Dragas

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**From:** Mark Kington [Mark.Kington@████████.com]  
**Sent:** Thursday, May 31, 2012 10:41 AM  
**To:** Helen Dragas  
**Subject:** RE: Pricing for Strategic Communication Project with The Communication Center

Ok, good comp as we go forward.

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**From:** Helen Dragas [mailto:HDragas@dragas.com]  
**Sent:** Thursday, May 31, 2012 10:42 AM  
**To:** Mark Kington  
**Subject:** RE: Pricing for Strategic Communication Project with The Communication Center

Ed's recommendation – the one we told to go ahead to Vermont last night.

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**From:** Mark Kington [mailto:Mark.Kington@████████.com]  
**Sent:** Thursday, May 31, 2012 10:39 AM  
**To:** Helen Dragas  
**Subject:** RE: Pricing for Strategic Communication Project with The Communication Center

Seems reasonable. Which one is this?

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**From:** Helen Dragas [mailto:HDragas@dragas.com]  
**Sent:** Thursday, May 31, 2012 10:40 AM  
**To:** Mark Kington  
**Subject:** FW: Pricing for Strategic Communication Project with The Communication Center

fyi

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**From:** Alaina Goldense [mailto:agoldense@thecommunicationcenter.com]  
**Sent:** Thursday, May 31, 2012 10:26 AM  
**To:** Helen Dragas  
**Cc:** Susan Peterson; Dean Jones  
**Subject:** Pricing for Strategic Communication Project with The Communication Center

Dear Helen,  
Susan asked me to email you pricing for the Strategic Communication Project you both discussed. The pricing for this scope of work is as follows:

10 Hours of Strategic Communication Consulting including, research, conference calls, message development and planning with Susan Peterson is \$7,500. Should the project exceed the initial 10 hours, each additional hour will be charged at Susan's hourly rate of \$350.

In addition, Strategic Communication Consulting with Donna Buckley is priced at the hourly rate of \$275. Donna will assist with writing content, drafting press releases and strategy.

Travel expenses will be billed as incurred, as well as a minimal fee for travel time.

Please let me know if you have any questions. I have attached bios for Susan and Donna to this email.

Regards,

## Mark Kington

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**From:** Helen Dragas [HDragas@dragas.com]  
**Sent:** Saturday, June 02, 2012 7:44 AM  
**To:** Mark Kington  
**Subject:** RE: press release

Thanks – good points. I could call RJ for an alternative to “cutting edge”!

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**From:** Mark Kington [mailto:Mark.Kington@x10capital.com]  
**Sent:** Saturday, June 02, 2012 7:37 AM  
**To:** Helen Dragas  
**Subject:** Re: press release

I think that it is excellent, and properly links the action to forward progress. One small typo--missing "of" our faculty--and I would think about the alternatives to "cutting edge."

Anything after I left? Good work, and thank you for a delicious dinner.

With best regards,

Mark

On Jun 2, 2012, at 6:26 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

What do you think about something like this?

Helen E. Dragas

Chief Executive Officer

The Dragas Companies

4538 Bonney Road

Virginia Beach, VA 23462

(757) 490-0161

[hdragas@dragas.com](mailto:hdragas@dragas.com)

[www.dragas.com](http://www.dragas.com)

<Press Release Draft 6\_2\_12.docx>

The Board of Visitors announces the resignation of President Teresa Sullivan.

Rector Helen Dragas noted “President Sullivan has been an effective steward of the University’s many resources and assets during her term. Yet in this time of rapidly accelerating change and economic uncertainty for public higher education, the Board is guided by Mr. Jefferson’s founding vision:

“The great object of our aim from the beginning, has been to make this Establishment the most eminent in the United States.”

We recognize the need for a leader who will define and guide the strategic direction of the University while securing the support and resources that will be essential for UVA’s future. We aspire to invigorate the academic enterprise in support our faculty’s commitment to cutting edge teaching, research, and patient care. By so doing, we shall preserve the great legacy with which we have been entrusted.”

The Board of Visitors will retain its authority to oversee the institution until an interim president is named and a presidential search is launched.

[REDACTED]

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**From:** Helen Dragas  
**Sent:** Saturday, June 02, 2012 10:57 AM  
**To:** 'Key, Glynn D (GE Power & Water)'  
**Subject:** RE: Re:

I'd welcome that. Thanks.

-----Original Message-----

From: Key, Glynn D (GE Power & Water) [<mailto:glynn.key@ge.com>]  
Sent: Saturday, June 02, 2012 10:54 AM  
To: Helen Dragas  
Subject: Re:

Yes ok on my end

I can call you next week with thoughts on communication plan, which I think will be very important

Glynn D. Key

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Sent from my BlackBerry Wireless Handheld

----- Original Message -----

From: Helen Dragas [<mailto:HDragas@dragas.com>]  
Sent: Saturday, June 02, 2012 10:50 AM  
To: Key, Glynn D (GE Power & Water)  
Subject: RE:

Correct - that was an old message. Everything still ok on your end? Unless something causes us to feel we need to act more expeditiously, Mark and I plan to have that discussion this Friday, possible BOV meeting to amend contract accordingly on Monday, 6/11. Please let me know your thoughts - feel free to call my cell if necessary. Thanks, Helen

-----Original Message-----

From: Key, Glynn D (GE Power & Water) [<mailto:glynn.key@ge.com>]  
Sent: Saturday, June 02, 2012 10:16 AM  
To: Helen Dragas  
Subject:

Helen

I apologize but I literally just got your voicemail from last week.

My phone service has done this to me in the past.

But based on your message I think we connected but if you need to talk/meet please let me know.

Thanks  
Glynn

Glynn D. Key

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[REDACTED]

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**From:** Susan Peterson [speterson@thecommunicationcenter.com]  
**Sent:** Friday, June 08, 2012 6:07 PM  
**To:** Helen Dragas  
**Subject:** Post meeting need to do's

Helen  
Hope your meeting went well.

Wanted to make sure we touch base on these items:

- 1) confidentiality statements
- 2) need to call Sweeney/wood to set up Sat am meeting( call from car?)

Have a new press release for your approval.  
And finished with Plan B steps and release if necessary Susan

Sent from my iPhone

[REDACTED]

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**From:** Helen Dragas  
**Sent:** Sunday, June 10, 2012 9:31 AM  
**To:** Mr. Randal J. Kirk  
**Subject:** Fwd: DRAFT

Press release

Begin forwarded message:

**From:** "Rivers, Nancy (nan9k)" <[nan9k@eservices.virginia.edu](mailto:nan9k@eservices.virginia.edu)>  
**Date:** June 9, 2012 6:30:17 PM EDT  
**To:** "Wood, Carolyn (csw8a)" <[csw8a@eservices.virginia.edu](mailto:csw8a@eservices.virginia.edu)>, "[speterson@thecommunicationcenter.com](mailto:speterson@thecommunicationcenter.com)" <[speterson@thecommunicationcenter.com](mailto:speterson@thecommunicationcenter.com)>, "[dbuckley@dragas.com](mailto:dbuckley@dragas.com)" <[dbuckley@dragas.com](mailto:dbuckley@dragas.com)>, Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)>, Mark Kington <[REDACTED]>, "Rivers, Nancy (nan9k)" <[nan9k@eservices.virginia.edu](mailto:nan9k@eservices.virginia.edu)>, "Harris, Susan (sgh4c)" <[sgh4c@eservices.virginia.edu](mailto:sgh4c@eservices.virginia.edu)>  
**Subject:** DRAFT

Press Release 6.10 Rev

PRESS RELEASE: Teresa Sullivan to step down August 15 as UVA President

June 10, 2012

Charlottesville, VA – The Board of Visitors and President Teresa A. Sullivan today mutually agreed that Ms. Sullivan will step down as president of the University of Virginia effective August 15, 2012.

Rector Helen E. Dragas said, "We express our deep appreciation to President Sullivan for her effective stewardship of the University. She is a much respected educator, as well as a visible presence in the University community and a prominent voice in higher education."

"It's been a great honor to serve as President of the University of Virginia, Sullivan said. "Although the board and I have a philosophical difference of opinion, I will always treasure having had the opportunity to work with so many gifted faculty and staff, talented students, and loyal alumni. I am also grateful for the privilege to have worked with our extraordinary vice presidents and deans."

For the past year, the Board has had ongoing discussions about the importance of developing, articulating and acting on a clear and concrete strategic vision. "In a rapidly changing and highly pressurized external environment in both health care and in academia," Dragas said, "we believe that the University needs to remain at the forefront of change."

The board expects to move expeditiously to name an interim president and to begin a search for a new leader.

Dragas added: “The Board remains guided by Mr. Jefferson’s founding vision:  
‘The great object of our aim from the beginning has been to make this Establishment the  
most eminent in the United States.’ ”

Press Contact:

Carol Wood

Associate Vice President for Public Affairs

UVA

Email

Phone

<June 9, 12 DRAFT.docx>



**From:** Helen Dragas, University Rector [csw8a@virginia.edu]  
**Sent:** Sunday, June 10, 2012 11:12 AM  
**To:** Helen Dragas, University Rector  
**Subject:** Teresa Sullivan To Step Down Aug. 15 as U.Va. President

To members of the University community:

On behalf of the Board of Visitors, we are writing to tell you that the Board and President Teresa Sullivan today mutually agreed that she will step down as president of the University of Virginia effective August 15, 2012.

We express our deep appreciation to President Sullivan for her effective stewardship of the University. She is a much respected educator, as well as a visible presence in the University community and a prominent voice in higher education.

President Sullivan commented on the great honor to serve as President of the University of Virginia. She said, "Although the board and I have a philosophical difference of opinion, I will always treasure having had the opportunity to work with so many gifted faculty and staff, talented students, and loyal alumni. I am also grateful for the privilege to have worked with our extraordinary vice presidents and deans."

For the past year, the Board has had ongoing discussions about the importance of developing, articulating and acting on a clear and concrete strategic vision. The Board believes that in the rapidly changing and highly pressurized external environment in both health care and in academia, the University needs to remain at the forefront of change.

We remain guided by Mr. Jefferson's inspirational vision:

"The great object of our aim from the beginning has been to make this Establishment the most eminent in the United States."

In service to that vision, the Board is committed to preserving the legacy with which we have been entrusted. At the core of that legacy is the quality and care of our faculty and staff. We have made a clear choice to act in the best interest of all concerned.

We assure you that the Board of Visitors will move expeditiously to name an interim president and to begin a search for a new leader. We hope you will assist us as we move through this time of change and strive for a smooth and productive transition.

On behalf of the Board of Visitors,

Helen E. Dragas, Rector  
Mark Kington, Vice Rector

Helen Dragas, rector approved distribution of this message.

[REDACTED]

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**From:** Helen Dragas [HDragas@dragas.com]  
**Sent:** Sunday, June 10, 2012 8:09 PM  
**To:** Strine, Michael (ms6vu)  
**Cc:** Mark Kington  
**Subject:** Re: Terry Sullivan's Departure

Damage control initiated.

On Jun 10, 2012, at 7:45 PM, "Strine, Michael (ms6vu)" <[ms6vu@eservices.virginia.edu](mailto:ms6vu@eservices.virginia.edu)> wrote:

Thought you should see this if you have not.

Michael

Begin forwarded message:

**From:** <[peterdkiernan@\[REDACTED\]](mailto:peterdkiernan@[REDACTED])>  
**Date:** June 10, 2012 7:33:07 PM EDT  
**To:** <[\[REDACTED\]@darden.virginia.edu](mailto:[REDACTED]@darden.virginia.edu)>, <[\[REDACTED\]@lazard.com](mailto:[REDACTED]@lazard.com)>, <[\[REDACTED\]@savechildren.org](mailto:[REDACTED]@savechildren.org)>, <[\[REDACTED\]@darden.virginia.edu](mailto:[REDACTED]@darden.virginia.edu)>, <[\[REDACTED\]@disney.com](mailto:[REDACTED]@disney.com)>, <[\[REDACTED\]@gerdyfarm.com](mailto:[REDACTED]@gerdyfarm.com)>, <[\[REDACTED\]@Darden.virginia.edu](mailto:[REDACTED]@Darden.virginia.edu)>, <[\[REDACTED\]@riverstonellc.com](mailto:[REDACTED]@riverstonellc.com)>, <[\[REDACTED\]@sandscap.com](mailto:[REDACTED]@sandscap.com)>, <[\[REDACTED\]@meridiangroupinc.com](mailto:[REDACTED]@meridiangroupinc.com)>, <[\[REDACTED\]@ANJ-Group.com](mailto:[REDACTED]@ANJ-Group.com)>, <[\[REDACTED\]@foundmed.com](mailto:[REDACTED]@foundmed.com)>, <[\[REDACTED\]@prcvp.com](mailto:[REDACTED]@prcvp.com)>, <[\[REDACTED\]@tscp.com](mailto:[REDACTED]@tscp.com)>, <[\[REDACTED\]@gmail.com](mailto:[REDACTED]@gmail.com)>, <[\[REDACTED\]@yahoo.com](mailto:[REDACTED]@yahoo.com)>, <[\[REDACTED\]@gmail.com](mailto:[REDACTED]@gmail.com)>, <[\[REDACTED\]@na.ko.com](mailto:[REDACTED]@na.ko.com)>, <[\[REDACTED\]@prudential.com](mailto:[REDACTED]@prudential.com)>, <[\[REDACTED\]@kosibaedwards.com](mailto:[REDACTED]@kosibaedwards.com)>, <[\[REDACTED\]@mwcllc.com](mailto:[REDACTED]@mwcllc.com)>, <[\[REDACTED\]@palamon.com](mailto:[REDACTED]@palamon.com)>, <[\[REDACTED\]@Darden.virginia.edu](mailto:[REDACTED]@Darden.virginia.edu)>, <[\[REDACTED\]@mediageneral.com](mailto:[REDACTED]@mediageneral.com)>, <[\[REDACTED\]@mastercard.com](mailto:[REDACTED]@mastercard.com)>, <[\[REDACTED\]@mississippilime.com](mailto:[REDACTED]@mississippilime.com)>, <[\[REDACTED\]@virginia.edu](mailto:[REDACTED]@virginia.edu)>, <[\[REDACTED\]@sbcglobal.net](mailto:[REDACTED]@sbcglobal.net)>, <[\[REDACTED\]@cdr-inc.com](mailto:[REDACTED]@cdr-inc.com)>, <[BRUNERB@darden.virginia.edu](mailto:BRUNERB@darden.virginia.edu)>, <[\[REDACTED\]@celgene.com](mailto:[REDACTED]@celgene.com)>, <[\[REDACTED\]@telesport.org](mailto:[REDACTED]@telesport.org)>, <[\[REDACTED\]@wal-mart.com](mailto:[REDACTED]@wal-mart.com)>, <[tsullivan@virginia.edu](mailto:tsullivan@virginia.edu)>, <[\[REDACTED\]@RLJLodgingTrust.com](mailto:[REDACTED]@RLJLodgingTrust.com)>, <[\[REDACTED\]@mac.com](mailto:[REDACTED]@mac.com)>, <[\[REDACTED\]@dalmiaglobal.com](mailto:[REDACTED]@dalmiaglobal.com)>, <[\[REDACTED\]@altamarbrands.com](mailto:[REDACTED]@altamarbrands.com)>, <[\[REDACTED\]@accenture.com](mailto:[REDACTED]@accenture.com)>, <[\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)>, <[\[REDACTED\]@lcimedia.com](mailto:[REDACTED]@lcimedia.com)>, <[\[REDACTED\]@virginia.edu](mailto:[REDACTED]@virginia.edu)>, <[\[REDACTED\]@bigelowmedia.com](mailto:[REDACTED]@bigelowmedia.com)>, <[\[REDACTED\]@aol.com](mailto:[REDACTED]@aol.com)>, <[\[REDACTED\]@aol.com](mailto:[REDACTED]@aol.com)>, <[\[REDACTED\]@gmail.com](mailto:[REDACTED]@gmail.com)>, <[\[REDACTED\]@qc-inc.com](mailto:[REDACTED]@qc-inc.com)>, <[\[REDACTED\]@UTC.Com](mailto:[REDACTED]@UTC.Com)>, <[\[REDACTED\]@capgroup.com](mailto:[REDACTED]@capgroup.com)>, <[\[REDACTED\]@ellis.tv](mailto:[REDACTED]@ellis.tv)>, <[\[REDACTED\]@faison.com](mailto:[REDACTED]@faison.com)>, <[\[REDACTED\]@lawtonfitt.com](mailto:[REDACTED]@lawtonfitt.com)>, <[\[REDACTED\]@gmail.com](mailto:[REDACTED]@gmail.com)>, <[\[REDACTED\]@carystreetpartners.com](mailto:[REDACTED]@carystreetpartners.com)>, <[\[REDACTED\]@gmail.com](mailto:[REDACTED]@gmail.com)>, <[\[REDACTED\]@ccaindustriesinc.com](mailto:[REDACTED]@ccaindustriesinc.com)>, <[\[REDACTED\]@usa.dupont.com](mailto:[REDACTED]@usa.dupont.com)>, <[\[REDACTED\]@swva.net](mailto:[REDACTED]@swva.net)>, <[\[REDACTED\]@cox.net](mailto:[REDACTED]@cox.net)>, <[\[REDACTED\]@aol.com](mailto:[REDACTED]@aol.com)>, <[\[REDACTED\]@aol.com](mailto:[REDACTED]@aol.com)>, <[\[REDACTED\]@pavilionproperties.com](mailto:[REDACTED]@pavilionproperties.com)>, <[\[REDACTED\]@ohioart.com](mailto:[REDACTED]@ohioart.com)>, <[\[REDACTED\]@mornington.com.sg](mailto:[REDACTED]@mornington.com.sg)>, <[\[REDACTED\]@chemtrans.com](mailto:[REDACTED]@chemtrans.com)>, <[\[REDACTED\]@fnni.com](mailto:[REDACTED]@fnni.com)>,</div>

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<[REDACTED]@mayocapital.com>, <[REDACTED]@aol.com>,  
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<[REDACTED]@bellsouth.net>, <[REDACTED]@rigginscompany.com>,  
<[REDACTED]@moc.org>, <[REDACTED]@reinemund.com>, <[REDACTED]@att.net>,  
<[REDACTED]@ivor.com>, <[REDACTED]@target.com>, <[REDACTED]@comcast.net>,  
<[REDACTED]@Darden.virginia.edu>, <[REDACTED]@bellsouth.net>,  
<[REDACTED]@aol.com>, <[REDACTED]@citrix.com>,  
<[REDACTED]@henriatermeer.com>, <[REDACTED]@aol.com>,  
<[REDACTED]@gmail.com>, <[REDACTED]@thayerlodging.com>,  
<[REDACTED]@neo.rr.com>, <[REDACTED]@wilkinsonogrady.com>,  
<[REDACTED]@wilkinsonogrady.com>  
**Cc:** <[REDACTED]@mckinsey.com>, <[REDACTED]@mwcllc.com>,  
<[REDACTED]@governor.virginia.gov>, <[REDACTED]@mastercard.com>,  
<[REDACTED]@capitalone.com>, <[REDACTED]@meridiangroupinc.com>,  
<[REDACTED]@na.ko.com>, <[REDACTED]@mississippilime.com>,  
<[REDACTED]@eservices.virginia.edu>, <[REDACTED]@Darden.virginia.edu>,  
<[REDACTED]@savechildren.org>, <[REDACTED]@gmail.com>,  
<[REDACTED]@sandscap.com>, <[REDACTED]@foundmed.com>,  
<[REDACTED]@Darden.virginia.edu>, <[REDACTED]@dalmiaglobal.com>,  
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<[REDACTED]@celgene.com>, <[REDACTED]@Darden.virginia.edu>, <[REDACTED]@wal-  
mart.com>, <[REDACTED]@eservices.virginia.edu>, <[REDACTED]@cdr-inc.com>,  
<[REDACTED]@prcvp.com>, <[REDACTED]@kiernanventures.com>, <[REDACTED]@palamon.com>,  
<[REDACTED]@disney.com>, <[REDACTED]@tscp.com>,  
<[REDACTED]@riverstonellc.com>, <[REDACTED]@prudential.com>,  
<[REDACTED]@eservices.virginia.edu>, <[REDACTED]@mediageneral.com>,  
<[REDACTED]@accenture.com>, <[REDACTED]@rljlodgingtrust.com>,  
<[REDACTED]@anj-group.com>

**Subject: Re: Terry Sullivan's Departure**

Fellow Directors

I am writing to tell those of you that have not yet heard that Theresa Sullivan will be stepping down this August 15th from her role of President of the University.

There are many questions that you all have posed and I hope I can answer most of them here. Suffice it to say you may contact me any time for additional color and comment if these remarks leave you with more questions.

Might I start out by saying what a decent and thoroughly pleasurable partner Terry has been to Bob Bruner, to me and to Darden? Numerous members of the Darden Foundation Board have had terrific interactions with Terry in the last two years. I know Phil, Henry, and John will

We are also fortunate to have Michael Strine and John Simons serving the University in a leadership role. We have never had a deeper bench of leadership talent at the University. And we all know how effective Michael has been in helping both our Foundation and Darden School deliberations.

The decision of the Board Of Visitors to move in another direction stems from their concern that the governance of the University was not sufficiently tuned to the dramatic changes we all face: funding, internet, technology advances, the new economic model.

These are matters for strategic dynamism rather than strategic planning. Many of the schools will face the notion of self sufficiency, steps that we at Darden and others have taken already.

Lest we feel immune, Darden will face technology and other challenges in the coming years. Change will be big, certain and the Board of Visitors is looking beyond incremental steps to address these challenges.

Terry's role will be filled for an interim period by our very deep bench of talent. I have mentioned John and Michael already. And you should be comforted by the fact that both the Rector and Vice Rector, Helen Dragas and Mark Kington are Darden alums.

Trust me , Helen has things well in hand.

In very short order an interim President will be identified and a search process will commence for a replacement for Terry. There will also be a strategic planning initiative commenced by the Board of Visitors with a focus on strategic dynamism.

A number of you have asked if we were surprised by this announcement. Here is the truth. Several weeks ago I was contacted by two important Virginia alums about working with Helen Dragas on this project, particularly from the standpoint of the search process and the strategic dynamism effort. It pained me to keep this information from you and from Bob, but I was sworn to keep the process confidential.

Because Terry Sullivan has been such a supporter of Darden, I kept the confidence as Helen requested. I can promise you after numerous discussions with Helen, that she has been extremely thoughtful and careful in this process, with an especial eye for treating Terry with the utmost respect.

Everyone involved has been a class act. And though the decisions have been difficult and painful ones, the unswerving dedication to keeping Virginia as stable as possible through this challenging times are paramount.

As you might expect, the decisions involving my modest role in all of this have not been entirely mine to make. As many of you know no major decision of this kind can be made at Virginia without the support and assent of the Governor. I am not sure what my future role in this process will be. Those are the facts.

We are blessed by sound leaders and compassionate ones. This difficult decision and the aftermath will be handled as professionally as possible. Darden continues its path of excellence because we are so ably led by Bob Bruner and an outstanding Foundation Board...all of you. We are also helped by an increasingly engaged Alumni Board, Corporate Advisory Board and Global Advisory Board. My sincerest hope is that the intrusion on our lives will be minimal and that Darden's path of excellence will remain clear.

Thanks to all of you for all of the time and energy you volunteer so willingly. Darden's greatness is reflected in all of you.

Please do not hesitate to be in touch with any questions.

Peter



[REDACTED]

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**From:** Rainey, Gordon [REDACTED]  
**Sent:** Sunday, June 10, 2012 8:51 PM  
**To:** Helen Dragas  
**Subject:** Fw: University of Virginia president to step down - The Washington Post

Fyi

----- Original Message -----

**From:** [REDACTED]  
**Sent:** Sunday, June 10, 2012 06:13 PM  
**To:** Rainey, Gordon  
**Subject:** University of Virginia president to step down - The Washington Post

Gordon,

If you have not read this Post article, please do so before our call Monday.

I am getting calls from others asking what is behind this. We re-staffed the top leadership and then dismiss the president with a public statement that one of my callers said "doesn't tell us anything".

The way the BOV handled this is leaving the impression that there is a serious problem at the University.

We need some transparency on this. Channel 4 in Washington is leading off with this right now.

Clearly we need an answer tomorrow for our donors.

I believe the way the BOV released this is damaging to completing this campaign.

Talk to you at 4.

[REDACTED]

[http://www.washingtonpost.com/local/education/university-of-virginia-president-to-step-down/2012/06/10/gJQAKQDYSV\\_story\\_1.html](http://www.washingtonpost.com/local/education/university-of-virginia-president-to-step-down/2012/06/10/gJQAKQDYSV_story_1.html)

Sent from my Verizon Wireless BlackBerry

[REDACTED]

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**From:** Susan Peterson [speterson@thecommunicationcenter.com]  
**Sent:** Monday, June 11, 2012 8:22 AM  
**To:** Helen Dragas  
**Subject:** Lead story in Wash Post

Great headline and long article. Three reporters. Main messages got thru.

It was fortuitous you wrote and we released your remarks to the Deans as that gave context.  
Susan

Sent from my iPhone



[REDACTED]

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**From:** Wood, Carolyn (csw8a) [csw8a@eservices.virginia.edu]  
**Sent:** Monday, June 11, 2012 2:32 PM  
**To:** Helen Dragas  
**Subject:** Re: draft / can go out as soon as you read

Mass email went out. The other one takes longer.

Am inundated with reporter's requests today. All want TAS's contract, which is, of course, public document, that a number have pulled up from when she was named president. Don't see reason not to give to other reporters today, but wanted to check in with you first.

Washington Post reporter showed up on doorstep. And is going around grounds for interviews.

Also, other reporters on Grounds doing the same thing.

I have gotten some question from reporters and will send to you shortly. -- c

Carol Wood  
Associate Vice President and University Spokesperson  
Office of the President / University of Virginia  
cwood@virginia.edu  
office: [REDACTED] / home: [REDACTED] / cell: [REDACTED]

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**From:** Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)>  
**Date:** Mon, 11 Jun 2012 17:53:12 +0000  
**To:** Carol Wood <[csw8a@eservices.virginia.edu](mailto:csw8a@eservices.virginia.edu)>  
**Subject:** RE: draft / can go out as soon as you read

yes

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**From:** Wood, Carolyn (csw8a) [<mailto:csw8a@eservices.virginia.edu>]  
**Sent:** Monday, June 11, 2012 1:22 PM  
**To:** Helen Dragas  
**Subject:** Re: draft / can go out as soon as you read

got it. Will send out mass email shortly.

I will send to students, staff and faculty. Do you also want it to go to alumni, parents and friends? -- c

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**From:** Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)>  
**Date:** Mon, 11 Jun 2012 17:08:43 +0000

To: Carol Wood <[csw8a@eservices.virginia.edu](mailto:csw8a@eservices.virginia.edu)>  
Subject: RE: draft / can go out as soon as you read

looks good but please capitalize "Rector" . Thank you.

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**From:** Wood, Carolyn (csw8a) [<mailto:csw8a@eservices.virginia.edu>]  
**Sent:** Monday, June 11, 2012 12:49 PM  
**To:** Helen Dragas  
**Cc:** Carol Wood  
**Subject:** draft / can go out as soon as you read

To members of the University community:

Yesterday, I emailed you with the news of President Sullivan's and the Board's mutual agreement that she step down on Aug. 15. Since that time, I have heard from many of you asking for additional details. I thought it might be helpful to share my remarks from the meeting with the deans and vice presidents Sunday morning.

I greatly appreciate all who have taken the time to get in touch with me about this important — and I understand, difficult — issue.

With kind regards,  
Helen Dragas, rector  
University of Virginia Board of Visitors

Remarks of Rector Helen Dragas  
Meeting with Vice Presidents and Deans  
June 11, 2012

Thank you all for assembling here today in person and by phone. I apologize for disrupting your weekend and appreciate your willingness to engage with us today.

The Vice Rector and I have called this meeting because we wanted you, as leaders of the University, to be the first to hear some very important news. Yesterday the Board and President Sullivan agreed that she shall step down as President of the University on August 15<sup>th</sup>. We intend to name an interim president expeditiously, and to install him or her before the students arrive back on grounds.

We know this news is a great shock to the institution. We deeply appreciate all that Terry has given to the University over the last two years. We like and respect Terry, and she has done many things well. Her broad engagement with all parts of the University community was refreshing to students, faculty, and staff, parents, and alumni. Her increased presence in Washington and abroad was commendable. Her administrations' work with you on the initiation of the internal budget model has been a significant step towards creating an important tool for change.

Nevertheless, the board feels strongly and overwhelmingly that we need bold and proactive leadership on tackling the difficult issues that we face. The pace of change in higher education and in health care has accelerated greatly in the last two years. We have calls internally for resolution of tough financial issues that require hard decisions on resource allocation. The compensation of our valued faculty and staff has continued to decline in real terms, and we acknowledge the tremendous task ahead of making star hires to fill the many spots



that will be vacated over the next few years as our eminent faculty members retire in great numbers. These challenges are truly an existential threat to the greatness of UVA.

We see no bright lights on the financial horizon as we face limits on tuition increases, an environment of declining federal support, state support that will be flat at best, and pressures on health care payors. This means that as an institution, we have to be able to prioritize and reallocate the resources we do have, and that our best avenue for increasing resources will be through passionate articulation of a vision and effective development efforts to support it. We also believe that higher education is on the brink of a transformation now that online delivery has been legitimized by some of the elite institutions.

We want UVA to remain in that top echelon of universities well into the 21<sup>st</sup> century and beyond. We want this to be a place that lives up to Mr. Jefferson's founding vision of excellence. We want it to be a place that attracts the best and the brightest in scholarship, teaching, patient care, and community service.

To achieve these aspirations, the board feels the need for a bold leader who can help develop, articulate, and implement a concrete and achievable strategic plan to re-elevate the University to its highest potential. We need a leader with a great willingness to adapt the way we deliver our teaching, research, and patient care to the realities of the external environment. We need a leader who is able to passionately convey a vision to our community, and effectively obtain gifts and buy-in towards our collective goals.

The Board believes this environment calls for a much faster pace of change in administrative structure, in governance, in financial resource development and in resource prioritization and allocation. We do not believe we can even maintain our current standard under a model of incremental, marginal change. The world is simply moving too fast.

We all have tremendous personal respect and affection for Terry, and appreciate the effort you have all put into making her Presidency a success. We wanted it to work as well. That certainly would have been easier on all of us.

We will provide more details on the process and timing of the search for a new president in the coming weeks as those plans are further developed. In the meantime, we thank you for your continued loyalty to our UVA goals and values, which have endured for 193 years and which transcend any one individual.

The appropriate day of judgment on this decision will come at the time that a new president has been installed and given an opportunity to prove himself or herself as the leader the institution needs and deserves.

We deeply appreciate your intentional and united efforts to move us forward.



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**From:** Helen Dragas  
**Sent:** Monday, June 11, 2012 3:50 PM  
**To:** Wood, Carolyn (csw8a)  
**Subject:** did the remarks go out to the entire community now?

[REDACTED]

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**From:** Wood, Carolyn (csw8a) [csw8a@eservices.virginia.edu]  
**Sent:** Monday, June 11, 2012 4:16 PM  
**To:** Helen Dragas  
**Subject:** Re: did the remarks go out to the entire community now?

To students, staff and faculty went out . . . but the responses that are coming in to that email are pretty negative and I put a temporary hold on the alumni email until I received a few more. We might not want to send to alumni.

Here are some examples of response . . . Not good. I would advise not sending to alumni. Could do more harm at this point, than good. -- c

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**From:** [REDACTED]  
<[REDACTED]>  
**Date:** Mon, 11 Jun 2012 15:51:46 -0400  
**To:** Carol Wood <[csw8a@virginia.edu](mailto:csw8a@virginia.edu)>  
**Subject:** Re: Followup to yesterday's message about change in University leadership

Dear Rector Dragas,

Thank you for sending these remarks out to the university community. I already read them yesterday, though, as did most of my friends -- both current students and alumni. It was featured pretty prominently on the University website, and it was circulated widely on Facebook.

So no, when we emailed you asking for additional details, many of us did so having already read these remarks. We found these remarks just as opaque and unhelpful as your original press release and your subsequent press conference.

Here are the sorts of questions we would like to see the BOV address. I have divided them helpfully into categories. I look forward to your response.

*Questions about Wording*

My friends and I have questions about some of the words and phrases you used in your remarks. Please explain what the following words/phrases mean.

1. What does the Board mean by "bold and proactive leadership"? You use the word "bold" twice in your remarks; clearly it is an important word.
2. What is the "existential threat" facing the University?
3. Please elaborate on your comment regarding elite institutions legitimizing "online delivery" of education. I did not realize such legitimization would trouble the Board enough to part ways with our President. Please tell us why such legitimization troubles the Board, and why it caused such turmoil within University leadership.

*Questions about Transparency*

1. What was the timeline for this decision? Why was this announcement made so suddenly?
2. How long have the Board and Teresa Sullivan known they had differences? How long have they known these differences were irreconcilable?
3. How was the decision to part ways reached? When you entered those negotiations, were you aware that this might be a possible outcome?



4. Why was it decided to keep these negotiations hidden from the University community? (with the exception of the student representative to the Board, who, I read, was aware of the negotiations)

5. Who was involved in the negotiations and the decision-making? Was it just the Board and Teresa Sullivan? What other parties were involved/present?

6. Why couldn't Sullivan's dismissal wait until the University had found an interim President? Why such immediacy?

#### *Finding our Next President*

1. What will be the criteria for finding the next president? "Boldness" is one criterion; what else does the Board seek?

2. Who will be involved in the process of finding the next President?

3. If the Board will be responsible for finding Sullivan's successor, can we be quite sure that it knows what it wants?

4. You end your remarks with the following sentence: "The appropriate day of judgment on this decision will come at the time that a new president has been installed and given an opportunity to prove himself or herself as the leader the institution needs and deserves."

This sentence in particular elicited many remarks from friends and colleagues. One pointed out how rare it is that we get to see the phrase "day of judgment" in a press release! Another pointed out that it sounds like the Board is insuring itself just in case it decides two years later that it has again made the wrong choice for President. Sort of an "oops" clause. Do you mean to say that only time will tell whether or not the Board has made the right choice for President? Rector Dragas, this sentence truly puzzles us all!

5. Most important, a question from a fellow alumna: "To many in the university community, this decision seemed to come out of nowhere. Is the BOV taking any steps to be more transparent in its decision making in the future?"

I end, then, with that same plea for transparency: both in the negotiations that led to Sullivan leaving the University, and in the negotiations that will shortly determine her successor.

The leadership made a "tough decision" to ensure the University's continued elite status, but they executed it in an unprofessional and opaque manner that threatens the very elite status the Board is so eager to preserve. To borrow a sentiment from the humorist David Sedaris, it is *an irony I never could have appreciated had my extraordinary parents not put me through the University of Virginia*.

Thank you,

CLAS 2011  
GSAS 2012

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**From:** [REDACTED]@virginia.edu>

**Date:** Mon, 11 Jun 2012 16:09:51 -0400

**To:** Carol Wood <[csw8a@virginia.edu](mailto:csw8a@virginia.edu)>

**Subject:** Re: Followup to yesterday's message about change in University leadership

Dear Ms. Dragas,

I'm sorry to see that this is hardly any better on real details than what you sent us yesterday, and any of us who were interested enough were able to find this in the press anyway. It does speak volumes, of course, that what you submitted to the press was still more substantial than what you initially shared with U.Va. employees (and students, I'm guessing), whose lives are much more deeply affected by these events than are the general public's.

Let's dispense with the cagey, vague language, why don't we, and have you tell us specifically what *happened*. Much of what you write any knowing person would suspect to be a sort of smoke screen. For instance, how many U.Va. employees do you really think will believe that the Board of Visitors has been more concerned with the "compensation of valued faculty and staff" and its precipitous "decline in real terms" than President Sullivan was? I strongly



suspect that in fact the reverse was the case, and I'm sure that many others do too. (If we are mistaken, please enlighten us by sharing details and evidence.) Sullivan is a labor sociologist whose research has largely concerned the predicament and decline of the U.S. middle class. Need I even say that Sullivan has not been in favor of this decline, whereas judging from events in U.S. politics of the past decade or so many business leaders (including, I would have to guess, at least a few members of U.Va.'s Board) regard the decline of the middle class as, if not actually something to promote (since it increases their own wealth), then perhaps a necessary evil that is not troubling enough to try to halt? Besides, of course, anyone who has been at U.Va. for more than a few years (I've been around for 16 years, by the way) knows that skepticism as to the university's regard for employee concerns dates back much further than the last two years. The era of no faculty raises (even just this current one -- of course there were earlier ones too) began before Sullivan's tenure, as did friction between administration and employees over the Living Wage campaign, the corporate-style payment of administrators and coaches at a rate of increase far beyond that of faculty and staff salaries (I continue to be shocked that U.Va. and other universities have gotten away with this without having their non-profit, tax-exempt status revoked), the rejection of proposals for faculty representation on the Board, the addition of the Semester at Sea program to U.Va.'s credit offerings without the consultation of the faculty, and other policies which it would take a long time to list in full.

Maybe you haven't bothered to look at the widely varying speculation online (in comment sections of newspaper websites like the Washington Post, C-ville Hook, Chronicle of Higher Education, etc.) as to what happened to lead to Sullivan's "resignation" (if one thing is sufficiently clear even from your vaguely worded statement, it is that it was not a resignation but in fact a firing) -- much of the speculation coming of course from people who have little or no direct knowledge of U.Va. Some are saying that Sullivan didn't raise enough money to satisfy the Board. Some are saying that she wanted to put more resources into student financial aid than the board wanted to. Some say it was some sort of scandal or pseudo-scandal having to do with reproductive health services for U.Va. students (which I am glad I missed, having been away on leave for the past year). Some are saying that Sullivan was too conservative for the board -- a point that you evidently worked hard to insinuate in your press release, even though few U.Va. employees or students would find it at all credible. Some say that Sullivan was not on board with the planned increase in student enrollment; others say the opposite -- that she was pushing increased student enrollment and replacement of regular faculty by more adjuncts against the will of the Board. Some say that your reference to online education is a clue to a huge issue that divided Sullivan and the Board. Some people say that the implementation of the RCM budgeting plan has something to do with the impasse. I could go on and on, but of course you can see for yourself if you haven't yet.

The thing I value most (and that I think society should value) about academics and academic work is the commitment to searching for truth and expressing it in the clearest, most understandable terms -- even if the truth might disappoint or offend the sensibilities and assumptions of many. And I think academics are to be commended for continuing (for the most part) to put a premium on truth at a time when, increasingly, other institutions work directly and relentlessly against making truth available, at worst lying directly and/or willfully misleading the public, or at best guarding the truth in secrecy. This is by way of saying that you and the Board of Visitors are very deluded (or at least disingenuous) if you think that what you have just sent us is in any way a clarification of what transpired between the Board and President Sullivan to cause her to lose the Board's support. And you are certainly not good role models for our students, whom we teach to persist in finding truth and in analyzing it and communicating it clearly.

To put it plainly, though of course with all due respect -- please just cut with the rhetorical acrobatics and tell us what happened. You'll save the press a lot of legwork, halt or pre-empt a lot of public speculation that already on the whole is not flattering to the Board (to put it mildly), and probably generate more respect and trust from the U.Va. faculty, staff, and student body towards you and the Board as a whole.

Be aware also that as some commentators have already pointed out, regardless of what exactly is the story behind this sad event, if the Board of Visitors was so mistaken just two years ago as to Prof. Sullivan's likely approach to the job of President of U.Va., that suggests that the Board failed in executing its duties. It failed to find a suitable president for U.Va., or at least one that it could work with. (Is this because it failed to "do its homework"? Did the largely conservative and moderate Board fail to notice, for instance, that Sullivan has co-written at least two books with Elizabeth Warren?) Given that all signs point to some such failure of judgment and/or information-gathering, many of us (both at U.Va. and outside) believe that some resignations of culpable and/or incompetent members of the Board (if not of all present Board members) are in order. The Board's failure has resulted in an enormous waste of resources for the university on a new search (at a time we certainly cannot afford it), as well as damage to U.Va.'s reputation that is already substantial after just 24 hours, will no doubt worsen, and will take years or maybe even decades to reverse. Your inability or unwillingness so far to level with the U.Va. community and the public about the true cause and nature of this debacle is only increasing the suspicion that some Board resignations are very sorely needed.

Sincerely yours,

[Redacted]

[Redacted]  
Associate Professor, Corcoran Department of History  
University of Virginia  
[Redacted]

[Redacted]



[REDACTED]  
office [REDACTED] \* home [REDACTED] \* cell [REDACTED]

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On 6/11/12 4:06 PM, [REDACTED]@virginia.edu> wrote:

Rector Dragas,

I have no idea whether this will get to you, or whether if it does you will pay any attention. But I must try.

First, some background:

My wife ([REDACTED]) and I are in Computer Science and we both hold the title University Professor -- the highest rank at UVa; Of the 3300 faculty at UVa, 13 hold that title.

Between us we have had quite a varied career.

We were both academics at Carnegie Mellon and Uva.

We jointly founded and I was CEO of a high tech startup.

My wife was a Presidential Appointee as an Asst, Sec. of Defense in the 1st Clinton Admin.

I was an Asst. Director of NSF, and oversaw the transition of the Internet from a government-only network to today's public one.

I was President of the National Academy of Engineering (NAE) for 11 years. The NAE is a private 501(c)(3), but was chartered by Congress to advise the government on issues of science and engineering.

We both have extensive board experience in both the non-profit and for-profit worlds; in the; my wife in currently on the Board of a \$13+ billion dollar/yr enterprise, I chair a non-profit Board focused on promoting international understanding, and Anita served on MIT's Executive Committee (their version of the BOV) -- just three of a couple of dozen examples I could give.

In short we have extensive experience that spans academia, executive positions in the private sector, government, and board memberships.

The above info covers both my wife and I because in many ways they were shared experiences -- but what follows are my opinions alone.

I have spent all my time since receiving your email yesterday morning talking to other senior faculty in the University, in SEAS, in my department, and in national-level organizations such as the NAE. To a person they agree with me that Dr. Sullivan has been an outstanding President, and cannot understand the BOV's actions in provoking and then accepting her resignation.

I reserve the right to change my view if and when I get more facts, but as of right now I think this whole episode reflects very negatively on the BOV and on YOU!! Your emails are insulting in their lack of specificity and overuse of weasel words -- clearly trying to obscure the truth. A quick look at the short bio information in the UVa phone book shows no experience with academia (other than being a student). How could you have taken such a step without consulting senior faculty? The fact that you didn't underscores your lack of understanding of academia and the academic culture.

If this decision wrt Dr. Sullivan stands, I will be just one of the faculty that no longer sees UVa as an attractive place to be!! A BOV that makes one such dumb decision will make others.

[REDACTED]  
\*\*\*\*\*

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**From:** [REDACTED]@virginia.edu>

**Date:** Mon, 11 Jun 2012 15:58:41 -0400

**To:** Carol Wood <[csw8a@virginia.edu](mailto:csw8a@virginia.edu)>

**Subject:** Re: Followup to yesterday's message about change in University leadership

Dear Ms. Dragas,

This information has already been printed in several newspapers and emails. Can or will you be providing more specific details as to what the disagreement was between Sullivan and the Board? Give that she has been offered jobs at four outstanding universities, it would not seem that she is incompetent. In fifteen years here, I have never seen the faculty so uniformly depressed and dispirited and this vaguely worded and opaque news only serves to deepen the general malaise.

Yours,

---

**From:** Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)>

**Date:** Mon, 11 Jun 2012 19:49:36 +0000

**To:** Carol Wood <[csw8a@eservices.virginia.edu](mailto:csw8a@eservices.virginia.edu)>

**Subject:** did the remarks go out to the entire community now?



[REDACTED]

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**From:** Jeffrey Walker [REDACTED]  
**Sent:** Monday, June 11, 2012 5:26 PM  
**To:** Helen Dragas  
**Cc:** Gordon F Rainey  
**Subject:** Fwd: This Episode

Thx for doing the call today.

I agree with Bill (see his comments below). A strategy should be jointly owned by the President and their team, the BOV and the alums. All shld feel part of the process with a President leading the effort.

Thanks you again.

Jeff

Jeffrey C. Walker  
[REDACTED]

Begin forwarded message:

**From:** Bill Fryer <[REDACTED]>  
**Date:** June 11, 2012 5:12:51 PM EDT  
**To:** "walkerjc1@gmail.com" <[walkerjc1@gmail.com](mailto:walkerjc1@gmail.com)>  
**Subject:** FW: This Episode

Jeff,

For your information. Not a good couple of days for the PR department of the U. Any influence you can exert to upgrade their crisis management communication apparatus would help contain damage that will otherwise ensue.

Also, at least for other non-profit educational institution boards on which I have served (and for profit, for that matter), a strategic planning process of a fundamental variety (and this certainly qualifies) engages the board. I was surprised to hear Mark say that governance dictates that the BOV "receive" a vision. If I heard you correctly, it sounded like you were urging broader engagement. Exactly right. Please let me know how I can help.

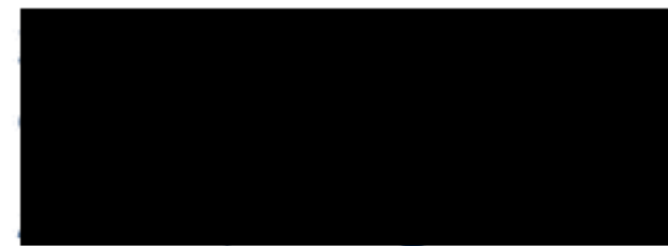


I take comfort that you are at the helm of the COF as we navigate through this seismic event.

Best,

Bill Fryer

William B. Fryer  
Iron Tree Capital LLC



Email: [REDACTED]

Telephone: [REDACTED]

Cell: [REDACTED]

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**From:** Bill Fryer  
**Sent:** Monday, June 11, 2012 5:01 PM  
**To:** 'grainey' [REDACTED]  
**Subject:** This Episode

Gordon,

While I know you are no longer on the BOV, we at the Law School will continue to act as if you were.

I was stunned to hear Helen say on the call that she hoped that the noise would die down in a day or two and that they were shooting for the end of the week to get some further communication out. She was urged otherwise on the call, but it appears that the BOV has no appreciation of how these kinds

of events typically spin out. They need a real professional to manage the communication process.

Second, as I hear Helen and Mark, they seem to be putting all of their chips on a new president. Pivoting the University to a new model is more than one individual and the idea that it will bubble up from the bottom under his or her leadership sounds rather pollyanish.

Finally, I've been to numerous meetings of various foundations and the COF since the new president was installed. While the issues discussed on the call were all topics for discussion, there was no inkling that there was any fundamental leadership issue. Surprise of this kind is never good, however necessary, as I am sure you appreciate.

Please come off the bench!

Thanks.

Bill

William B. Fryer  
Iron Tree Capital LLC



Email: [redacted]

Telephone: [redacted]

Cell: [redacted]

## Helen Dragas

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**From:** Mark Kington [Mark.Kington@[REDACTED].com]  
**Sent:** Monday, June 11, 2012 7:57 PM  
**To:** Strine, Michael (ms6vu); Helen Dragas  
**Subject:** Re: Chronicle of Higher Education

Maybe a modicum of candor is called for-- Helen, your thoughts?

Sent from my iPhone

On Jun 11, 2012, at 6:37 PM, "Strine, Michael (ms6vu)" <[ms6vu@escservices.virginia.edu](mailto:ms6vu@escservices.virginia.edu)> wrote:

Michael

Begin forwarded message:

**From:** Jack Stripling <[Jack.Stripling@chronicle.com](mailto:Jack.Stripling@chronicle.com)>  
**Date:** June 11, 2012 6:36:38 PM EDT  
**To:** "ms6vu@Virginia.EDU" <[ms6vu@Virginia.EDU](mailto:ms6vu@Virginia.EDU)>  
**Subject:** Chronicle of Higher Education

Mr. Strine,

I'm a reporter with The Chronicle of Higher Education working on a story about Dr. Sullivan's resignation.

I've heard concerns expressed that this happened before her team, including you and Dr. Simon, really had a chance to gel. I'd be interested in any thoughts you might have.

If you could give me a call or let me know a good way to reach you, I'd appreciate it.

Thanks,

Jack

Jack Stripling  
Senior Reporter  
The Chronicle of Higher Education

[Jack.stripling@chronicle.com](mailto:Jack.stripling@chronicle.com)  
Phone: [REDACTED]  
Fax: [REDACTED]

1255 Twenty-Third Street, N.W.  
Washington, D.C.20037

From: "Simon, John \jds2ts\" <jds2ts@eservices.virginia.edu>  
Subject: Fwd: update from today regarding media  
Date: Mon, 11 Jun 2012 23:45:38 -0400  
To: "Helen Dragas", "Mark Kington" <Mark.Kington@[REDACTED].com>



I will do no more interviews. My intent is not to make it harder than it already is.

John

Begin forwarded message:

**From:** "Simon, John (jds2ts)" <jds2ts@eservices.virginia.edu>  
**Date:** June 11, 2012 11:11:00 PM EDT  
**To:** Helen Dragas <HDragas@dragas.com>  
**Subject:** Re: update from today regarding media

I now see. Phone tomorrow.

On Jun 11, 2012, at 10:12 PM, "Helen Dragas" <HDragas@dragas.com> wrote:

Yes, quite an unhelpful comment.

**From:** Simon, John (jds2ts) [mailto:jds2ts@eservices.virginia.edu]  
**Sent:** Monday, June 11, 2012 9:54 PM  
**To:** Wood, Carolyn (csw8a); Helen Dragas;  
'Mark.Kington@[REDACTED].com'; Strine, Michael (ms6vu); Sweeney,  
Robert (rds2j)  
**Cc:** Harris, Susan (sgh4c); Rivers, Nancy (nan9k); Forch, Paul (pjf8t);  
Anderfuren, Marian (mla7f); McCance, Charles (cmm9vg);  
'dbuckley29@verizon.net'; 'speterson@thecommunicationcenter.com'  
**Subject:** Re: update from today regarding media

I was also interviewed by the Post.

**From:** Wood, Carolyn (csw8a)  
**Sent:** Monday, June 11, 2012 08:18 PM



**To:** Helen Dragas <HDragas@dragas.com>; Mark Kington <Mark.Kington@[REDACTED].com>; Simon, John (jds2ts); Strine, Michael (ms6vu); Sweeney, Robert (rds2j)  
**Cc:** Harris, Susan (sgh4c); Rivers, Nancy (nan9k); Forch, Paul (pjf8t); Anderfuren, Marian (mla7f); McCance, Charles (cmm9vg); donna buckley <[REDACTED]>; Susan Peterson <speterson@thecommunicationcenter.com>  
**Subject:** update from today regarding media

All — it has been a day. Calls from at least a dozen reporters for information for tomorrow's stories, but also a handful of FOIA requests. We have had numerous requests for interviews with Helen and after talking with Helen this morning, I am collecting questions from reporters so that Helen can review and make a decision as to whether to go forward with interviews.

As you'll see from the FOIA requests, I will need to alert Terry to these requests for her email. We'll also need the amended contract.

Please let me know if you have any questions. -- all best, c

In short, I have learned from reporters in conversations today is that:

- Local TV stations are doing reactions stories for this evening, but not aware of anyone from University going on camera.
- We were asked for copy of President Sullivan's contract and gave out her current contract to those who did not already have it.
- The Faculty Senate wrote a statement, which they have sent to the Board and also members of the press.
- The Peter Kiernan email has made its way to at least three reporters that I know of — the Post, the RTD, and the Progress
- That the Progress has an email from the Governor's office stating

that the rector talked to the governor's office late Wednesday regarding this matter. (not aware if other reports have this.)

- The Progress story is intended to be a "reaction story" and what's next for the University.
- The Post story is a second-day reaction story. They were here on grounds all day, but they had two reporters working the story — one from here and one from Richmond. Among those interviewed were Helen, Leonard, and faculty members.
- The Twitter traffic has slowed down considerably today.
- This morning we sent a second email from Helen to students, staff and faculty. Helen thought it might be helpful to get out her remarks as a followup. Unfortunately, the early responses we received were not positive and we decided not to send same message to alumni group.
- Reporters were tracking down anyone with any opinion or information...and unearthed a good number of tidbits, some with the ring of truth, others seemingly absurd.

Carol Wood

Associate Vice President and University Spokesperson

Office of the President / University of Virginia

cwood@virginia.edu

office: [REDACTED] / home: [REDACTED] / cell: [REDACTED]

[REDACTED]

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**From:** Caputo, A. MacDonald [REDACTED]  
**Sent:** Tuesday, June 12, 2012 3:04 PM  
**To:** Helen Dragas  
**Subject:** RE: your message

Helen:

Understand completely how extraordinarily busy you must be now. Will catch up when the dust settles.

Many thanks,

Mac

---

**From:** Helen Dragas [HDragas@dragas.com]  
**Sent:** Monday, June 11, 2012 9:40 PM  
**To:** Caputo, A. MacDonald (IED)  
**Subject:** your message

Mac,

I'm sorry I wasn't able to return your call today. As you might imagine, I've been inundated with media issues, emails, etc.

The UVA press office is overwhelmed – we are bringing in reinforcements. Feel free to call me tomorrow.

Thanks, Helen

Helen E. Dragas  
Chief Executive Officer  
The Dragas Companies

[REDACTED]  
hdragas@dragas.com  
www.dragas.com

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[REDACTED]

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**From:** Hillary Hurd [REDACTED]  
**Sent:** Tuesday, June 12, 2012 1:19 PM  
**To:** Helen Dragas  
**Subject:** Re: blogs

Will do!

On Tue, Jun 12, 2012 at 1:24 PM, Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)> wrote:

I'll be on a plane until about 9:30 or 10, but if you leave me a message I will call you back as soon as I am able. Thanks.

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**From:** Hillary Hurd [mailto:[\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Tuesday, June 12, 2012 12:57 PM  
**To:** Helen Dragas  
**Subject:** Re: blogs

Yes - I'll call you later tonight if you're free.

On Tue, Jun 12, 2012 at 1:02 PM, Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)> wrote:

Hillary,

Do you know of students on grounds who might be willing to assist with a communications effort by engaging constructively in the blogs as guided by a communications consultant?

Thanks, Helen



[REDACTED]

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**From:** Helen Dragas  
**Sent:** Wednesday, June 13, 2012 7:44 AM  
**To:** Carol Wood; Bob Sweeney  
**Cc:** Susan Harris; 'Rivers, Nancy (nan9k)'; 'Mark Kington'; Paul J. Forch  
**Subject:** communications assistance

Carol and Bob,

I know that you and your staff have been overwhelmed with incoming requests for media responses; likewise I am having a hard time keeping up with the flow of correspondence while trying to move the process of selecting an interim forward. I greatly appreciate the hard work that you are all putting into managing this extremely challenging situation, but we have had some information go out contrary to instructions. For instance, I saw a quote a couple of days ago (before I had scheduled the BOV meeting to discuss an interim) that an interim would be selected within a week or two. We had agreed that the message would state a longer period in order to give us flexibility to find the right person.

As I'm sure you can imagine given the frenzy of the press, the BOV is concerned about the communications surrounding their decision. I have called on an old friend whom I believe you know, Eva Hardy, to step in and assist us. Eva and I served together on SCHEV a few years ago, and she now has her own private communications business. She is very knowledgeable and experienced in this sort of thing. Eva has enlisted a colleague, Carl Baab, to work with her to help us get through this period where the execution of our communications are essential. I'm not sure how long their assistance will be necessary – hopefully no more than a few weeks.

They are travelling up from Richmond today and would like to meet with you. Would a 1 pm meeting work within your schedule? They will need some space from which to work – perhaps that conference room we used outside of Bob's office?

Thank you for your cooperation and assistance. Together I hope we can work towards a more proactive communications plan and a better message. Please let me know your availability this afternoon at 1:00.

Best regards, Helen

Helen E. Dragas  
Chief Executive Officer  
The Dragas Companies  
[REDACTED]  
Virginia Beach, VA 23462  
[REDACTED]  
hdragas@dragas.com  
www.dragas.com

[REDACTED]

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**From:** Harris, Susan (sgh4c) [sgh4c@eservices.virginia.edu]  
**Sent:** Tuesday, June 12, 2012 7:57 PM  
**To:** Alan Diamonstein; Allison Cryor DiNardo; Ed Miller; George Keith Martin; Glynn Key; Helen Dragas; Heywood Fralin; Hunter Craig; Hurd, Hillary (hah9ny); John Nau; Mac Caputo; Mark Kington; Marvin Gilliam; R.J. Kirk; Robert Hardie; Stephen Long; Tim Robertson; Vince Mastracco  
**Subject:** Media Report for Tuesday  
**Attachments:** Sullivan media report 2012-06-12.xls

Board Members:

Attached is the media report for today. The New York Times has done a blog piece and they are now pursuing a full story.

You should know that we have received many very comprehensive FOIA requests for email messages, including between President Sullivan's office and the Board members, and to and from the Rector and the Vice Rector. We will be determining the volume of materials required to be produced in the next few days. Please pay close attention to your e-mail correspondence.

Susan

## **Response from Rector Helen Dragas to members of U.Va. Faculty**

June 14, 2012 — Thank you for your recent correspondence regarding the events of this week. The Board of Visitors understands the serious concern and anxiety raised by the announcement of President Sullivan's agreement to step down. We comprehend how deeply the entire University family feels a sense of loss and distress at what appeared to be an abrupt turn of events.

We have heard your concern that our deliberation on this matter was not inclusive of the faculty or transparent to the University community. The Board publicly and continuously provided support to President Sullivan in order to advance her success in all aspects of her job, and we continued to do so throughout her tenure. We admire President Sullivan's broad popularity and acknowledge with much gratitude the many contributions she made to improve the University of Virginia.

Yet, consistent with sound employment practices, it is the policy of the Board to keep confidential matters of disagreement and those relating to evaluation of progress against mutually agreed upon goals. Nevertheless, the Board can assure you that there was ongoing dialogue with the President over an extended period of time, regarding matters for which we are responsible. These include ensuring the long-term health and well-being of the University through development of a credible statement of strategic direction and a long-term resource plan.

In considering the sustainable excellence of this University, the Board acknowledges the central role of faculty governance in matters of academic programming and curriculum. We are very clear on the scope of our fiduciary duties and the limits of our role. The Visitors should not, and will not, reach past or around a president to direct a specific strategic plan or manage its implementation. Rather, the president is expected to engage the academic enterprise in order to ensure a strategic and comprehensive charting of the organization's future.

The Board has been especially insistent on responsiveness in light of the drumbeat of intense pressures facing the University of Virginia. Among the many challenges, we are especially concerned about the recruitment and retention of you, our esteemed faculty. In fact, recent correspondence to us from a large body of the faculty called for urgent and immediate action, a focus on long-term solutions, and a concrete strategy. It called for plans for raising or redirecting revenue. These calls should be answered by a renewed strategic plan for the University, guided by the president and provost, and created alongside the faculty and deans.

The University has had many longstanding presidents who have advanced its stature. We expect we will find another such successful leader through a thoughtful and deliberate process that will include faculty representation. This Board is not alone among institutions of higher education, public and private, non-profits and corporations that have faced such difficult transitions early in the tenure of a leader.

We can, and will, recruit a stellar new president. Of him or her, we will expect strong, inclusive faculty governance. We also expect that our next leader will help secure the resources and set clear priorities to incent and reward excellence through faculty salaries, support, and sustenance of an engaging and rewarding academic environment.

Collectively we can advance Mr. Jefferson's University in a way that fulfills his original vision for it to be the most eminent in the United States. The Board of Visitors believes that the future – perhaps the survival – of our country is in the hearts and minds of our young ones. We must, without fail, inspire and lead them to their maximum potential.

We ask for your commitment to join us, the forthcoming interim leader, and our next long-standing president in partnership to create that bright future.

Sincerely,  
Helen E. Dragas, Rector  
On Behalf of the Board of Visitors

[REDACTED]

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**From:** Helen Dragas  
**Sent:** Thursday, June 14, 2012 4:46 PM  
**To:** Jeffrey Walker  
**Subject:** Re: your assistance is critical

Would you call John Nau on this? Thanks

On Jun 14, 2012, at 3:12 PM, "Jeffrey Walker" <[REDACTED]> wrote:

Helen, it might make sense for me too Coord my messages with your crisis communication firm. Is there someone you can connect me up too?

Jeffrey C. Walker  
[REDACTED]

On Jun 14, 2012, at 9:31 AM, Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)> wrote:

Thank you.

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**From:** Jeffrey Walker [mailto:[REDACTED]]  
**Sent:** Thursday, June 14, 2012 9:23 AM  
**To:** Helen Dragas  
**Subject:** Re: your assistance is critical

Thx. I will. Hang in there.

Jeffrey C. Walker  
[REDACTED]

On Jun 14, 2012, at 8:53 AM, Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)> wrote:

Jeff,

The BOV could certainly use some informed voices to weigh in on this conversation, **and quickly**. John Nau is working on the messages we want to get across, but for now I've attached three articles that articulate the board's thinking on this matter, and in particular can help explain why we felt that urgent action was necessary to reverse a lack of action and vision at UVA. Your understanding of the issues and your familiarity with the donor community give you an opportunity to be an objective voice.

The New Yorker article speaks to the reasons we decided not to wait it out. The Chronicle article is the most substantive on the issue of threats to traditional institutions of higher education. I particularly like these quotes from it:

“Market dominance and a history of loyal customers delude the big company into complacency and a false sense of invincibility.”

“Universities have been protected by the prestige of their brands and the lack of any real competition.”

There comes a time when an institution is faced with the reality “of a ‘strategic inflection point,’ the critical moment when an organization confronts a huge change and must, virtually overnight, adapt or fail.”

Perhaps you would write a piece that could be circulated to the COF members and trustee members of each foundation.

**Please call – thank you,**

Helen

<http://chronicle.com/article/Innovations-in-Higher/131424/>

<http://www.nytimes.com/2012/05/04/opinion/brooks-the-campus-tsunami.html>

<http://www.newyorker.com/online/blogs/newsdesk/2012/06/atul-gawande-failure-and-rescue.html>

**From:** Simon, John (jds2ts) [jds2ts@eservices.virginia.edu]  
**Sent:** Thursday, June 14, 2012 9:49 AM  
**To:** Strine, Michael (ms6vu)  
**Subject:** Re: joint statement

Only advise I have is keep it short.

John Simon  
Executive Vice President and Provost  
Robert C. Taylor Professor of Chemistry  
University of Virginia

On Jun 14, 2012, at 9:46 AM, "Strine, Michael (ms6vu)" <[ms6vu@eservices.virginia.edu](mailto:ms6vu@eservices.virginia.edu)> wrote:

Thanks, John. I will work from this and send you back a draft working through to something we can jointly send before the deadline set.

Michael

On Jun 14, 2012, at 9:43 AM, "Simon, John (jds2ts)" <[jds2ts@eservices.virginia.edu](mailto:jds2ts@eservices.virginia.edu)> wrote:

The decisions of the weekend have generated anxiety on the Grounds and many of you are uncertain about their implications. The BoV has stated its position and is now beginning the steps to put a President in place. We are committed to advance the University of Virginia, in partnership, and will support the leadership of the interim and next President. We ask that you join us in assuring that the University of Virginia continues to be a leader on the forefront of higher education in the world.

I will be in the search committee for the next couple hours.

John Simon  
Executive Vice President and Provost  
Robert C. Taylor Professor of Chemistry  
University of Virginia

On Jun 14, 2012, at 9:03 AM, "Helen Dragas" <[HDragas@dragas.com](mailto:HDragas@dragas.com)> wrote:

John and Michael,

Mark and I would like for you to issue a joint statement by noon today advising the University and Medical center faculty and staff that you understand that the BOV action is authoritative and resolute, and that you will support the interim and the next president. You can agree on the wording that suits you - we don't want to put words in your mouth, but we need to see some joint leadership out of our team.

Please let me know if you have any questions.

**From:** Strine, Michael (ms6vu) [ms6vu@eservices.virginia.edu]  
**Sent:** Thursday, June 14, 2012 10:15 AM  
**To:** John D. Simon; Mark J. Kington; Helen Dragas  
**Subject:** Revised draft

Deans, Vice Presidents, Faculty, Staff and Students of the University of Virginia and the Medical Center,

The decisions of the weekend have generated anxiety on the Grounds and many of you are uncertain about their implications. We know that our community is presently unsettled by the unexpected resignation of President Sullivan.

We recognize that some seek more complete knowledge of events and details, some are still absorbing the news, and many have reached out to offer their understanding and solid support of our present duty. We are particularly appreciative of our academic leaders who have stepped up to share this challenge by reassuring their faculty and staff with strength, vision and optimism.

We write as officers of the Board to clarify that the Board of Visitors' action is resolute and authoritative. The BoV will take the next steps to put an interim President in place in Monday and will follow with the establishment of a deliberate, principled and thoughtful search process for our next President.

We are committed to advance the University of Virginia, in partnership, and will support the leadership of the interim and next President.

We encourage all of us, even as we adjust and absorb this change, to focus constructively forward in preparing the institution for its next stage of leadership and our shared commitment to in quality and excellence in teaching, discover and patient care.

We ask that you join us in assuring that the University of Virginia continues to be a leader on the forefront of higher education in the world.

[REDACTED]

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**From:** Simon, John (jds2ts) [jds2ts@eservices.virginia.edu]  
**Sent:** Thursday, June 14, 2012 10:23 AM  
**To:** Strine, Michael (ms6vu)  
**Subject:** Re: Revised draft

I will not agree to

We write as officers of the Board to clarify that the Board of Visitors' action is resolute and authoritative.

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This implies as officers we are party to the decision. I will not let anyone spin it that way. I am fine with..

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The Board of Visitors' action is resolute and authoritative.

I want to see the final draft before it goes.

John Simon  
Executive Vice President and Provost  
Robert C. Taylor Professor of Chemistry  
University of Virginia

On Jun 14, 2012, at 10:15 AM, "Strine, Michael (ms6vu)"  
<[ms6vu@eservices.virginia.edu](mailto:ms6vu@eservices.virginia.edu)> wrote:

> We write as officers of the Board to clarify that the Board of Visitors' action is resolute and authoritative. The



**From:** Strine, Michael (ms6vu) [ms6vu@eservices.virginia.edu]  
**Sent:** Thursday, June 14, 2012 10:32 AM  
**To:** John D. Simon  
**Subject:** RE: Revised draft

Did not mean to imply we agree, was trying to suggest we were acting in our capacity as officers of the board conveying such a message whether we agree or not. I actually thought that language would help. Apologies if it unsettled. I was leveraging our discussion of our jobs, as officers and as academic and administrative leaders.

Proposed Final Draft

Deans, Vice Presidents, Faculty, Staff and Students of the University of Virginia and the Medical Center,

The decisions of the weekend have generated anxiety on the Grounds and many of you are uncertain about their implications. We know that our community is presently unsettled by the unexpected resignation of President Sullivan.

We recognize that some seek more complete knowledge of events and details, some are still absorbing the news, and many have reached out to offer their understanding and solid support of our present duty. We are particularly appreciative of our academic and administrative leaders who have stepped up to share this challenge by reassuring their faculty and staff with strength, vision and optimism.

The Board of Visitors' action is resolute and authoritative. The BoV will take the next steps to put an interim President in place in Monday and will follow with the establishment of a deliberate, principled and thoughtful search process for our next President.

We are committed to advance the University of Virginia, in partnership, and will support the leadership of the interim and next President.

We encourage all of us, even as we adjust and absorb this change, to focus constructively forward in preparing the institution for its next stage of leadership and our shared commitment to in quality and excellence in teaching, discover and patient care.

We ask that you join us in assuring that the University of Virginia continues to be a leader on the forefront of higher education and health care in the world.

John Simon  
Michael Strine  
Executive Vice President and Provost  
Executive Vice President and Chief Operating Officer Robert C. Taylor Professor of Chemistry  
University of Virginia

**From:** Strine, Michael (ms6vu) [ms6vu@eservices.virginia.edu]  
**Sent:** Thursday, June 14, 2012 11:15 AM  
**To:** Helen Dragas; 'Mark Kington'  
**Cc:** Simon, John (jds2ts)  
**Subject:** FW: Subject: Message to the UVA Community from EVP/Provost John Simon and EVP/COO Michael Strine

Helen and Mark,

The message below, agreed to by John and me, will go out to the community via email before noon today.

Michael and John

Subject: Message to the UVA Community from EVP/Provost John Simon and EVP/COO Michael Strine

Deans, Vice Presidents, Faculty, Staff and Students of the University of Virginia and the Medical Center and the College at Wise,

The decisions of the weekend have generated anxiety on the Grounds and many of you are uncertain about their implications. We know that our community is presently unsettled by the unexpected resignation of President Sullivan.

We recognize that some seek more complete knowledge of events and details, some are still absorbing the news, and many have reached out to offer their understanding and solid support of our present duty. We are particularly appreciative of our academic and administrative leaders who have stepped up to share this challenge by reassuring their faculty and staff with strength, vision and optimism.

The Board of Visitors' action is resolute and authoritative. The BoV will take the next steps on Monday to put an interim President in place and will follow with the establishment of a deliberate, principled and thoughtful search process for our next President.

We are committed to advance the University of Virginia, in partnership, and will support the leadership of the interim and next President.

We encourage all of us, even as we adjust and absorb this change, to focus constructively forward in preparing the institution for its next stage of leadership and our shared commitment to quality and excellence in teaching, discovery and patient care.

We ask that you join us in assuring that the University of Virginia continues to be a leader on the forefront of higher education and health care in the world.

John Simon  
Michael Strine  
Executive Vice President and Provost  
Executive Vice President and Chief Operating Officer Robert C. Taylor Professor of Chemistry  
University of Virginia University of Virginia

**From:** Faulders, Tom (ctf2dx) [ctf2dx@eservices.virginia.edu]  
**Sent:** Thursday, June 14, 2012 10:58 AM  
**To:** Carol Wood  
**Cc:** Grundy, Margaret (mg8r)  
**Subject:** Mollifying Voice

Carol, I have been approached several times by members of the news media to comment on the current situation. I have also received, as many in the University have, hundreds of emails, voice calls tweets from alumni expressing their shock, anger and frustration that there are not more details about the decision. I have declined all opportunities as I view that this is the province of the Board and their public relations efforts.

The old adage, "Nature abhors a vacuum," is certainly at play here. The number and content of conspiracy theories evolving would be ludicrous, if not for the fact that alumni are paying attention to them for lack of anything else. I think that someone needs to be out there dampening this trend. And, because of the perceived deafening silence from the University and the BOV, any official statement, save a complete and open discussion of the details of the decision, may be viewed through skeptical/cynical eyes by the alumni.

Is it worthwhile to think about using the Alumni Association as a related, but quasi-neutral platform to help dampen the speculation? Specifically, I am thinking that we can make the following case to the media:

- We (the Alumni Association) did not know about this decision ahead of time and we now know no more about the decision than anyone else.
- We think that President Sullivan has been an exceptional president who has won the respect of the alumni throughout the world.
- We know many members of the Board of Visitors, and, in fact, many of them, including the Rector, have served on the Board of Managers. We have a high regard for their intelligence, judgment and love of the University.
- We do not know the specifics of the "philosophical difference" between the president and the board; however, reasonable people can disagree. The exogenous higher education pressures on the University coupled with the internal challenges of limited resources, faculty retirements and fund raising can undoubtedly create divergent points of view on the proper direction forward.
- The Board of Visitors has many responsibilities, and among the most important are selecting the president of the University and setting the strategic direction. The board has clearly exercised both of these responsibilities in their recent actions.
- The alumni have reacted with shock at the announcement and naturally have many questions. Some of our more creative alumni have created theories about the decision which border on the fanciful. These conspiracy theories are neither true nor helpful.
- The Board has made a decision for reasons that they feel are best for the long-term benefit of the University. Let's give them the space and time to communicate with the University community as they see appropriate.

Please let me know if you think this has merit and if we can be helpful.

Tom

C. Thomas Faulders, III, COL '71  
University of Virginia Alumni Association

[REDACTED]

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**From:** Wood, Carolyn (csw8a) [csw8a@eservices.virginia.edu]  
**Sent:** Thursday, June 14, 2012 11:35 AM  
**To:** Helen Dragas  
**Cc:** Sweeney, Robert (rds2j); Harris, Susan (sgh4c); Rivers, Nancy (nan9k)  
**Subject:** vendor question / source of funding

**Importance:** High

Helen — before I go to Tim Rose to ask about whether the foundation can do the hiring, I need to identify the source of funding to hire Eva Hardy and Carl Baab — or any other consultant of your choosing.

Do you have a sense where those funds would come from? I asked Susan about her budget and she is close to a negative amount in her budget. -- many thanks, c

Carol Wood  
Associate Vice President and University Spokesperson  
Office of the President / University of Virginia

[cwood@virginia.edu](mailto:cwood@virginia.edu)

office: [REDACTED] / home: [REDACTED] / cell: [REDACTED]

[REDACTED]

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**From:** Wood, Carolyn (csw8a) [csw8a@eservices.virginia.edu]  
**Sent:** Thursday, June 14, 2012 3:54 PM  
**To:** Helen Dragas  
**Cc:** Sweeney, Robert (rds2j); Harris, Susan (sgh4c); Rivers, Nancy (nan9k)  
**Subject:** follow up on consultant / we can move quickly with hiring if you like

Helen — I talked to Tim Rose and we can go through the foundation to hire a consultant for you. We just need to know who you want to hire and the cost. At issue, as I think I mentioned, is the source of the funding. Is this going to come from outside funds or do we need to find funds in someone's budget? -- c

Carol Wood  
Associate Vice President and University Spokesperson  
Office of the President / University of Virginia  
[cwood@virginia.edu](mailto:cwood@virginia.edu)  
office: [REDACTED] / home: [REDACTED] / cell: [REDACTED]

From: "Helen Dragas"  
Sender: "Helen Dragas"  
Subject: Mr. Kiernan  
Date: Thu, 14 Jun 2012 16:05:02 -0400  
To: "Robert Bruner" <BRUNERB@darden.virginia.edu>



Dear Dean Bruner,

I write to clarify the role of Peter Kiernan in recent events at the University.

Peter played absolutely no role in any BOV decisions regarding the President.

My conversations with Peter centered around service to the University through application of his experience and skill in strategic thinking and complex problem-solving. I also believed that Peter could apply his proven fundraising expertise to the Board of Visitors' goal of reversing the decline in relative faculty compensation over the last few years.

Peter's strong dedication to the Darden and College Foundations spoke volumes to me about his love of the University and his willingness to work hard for its betterment. I hope the Darden community will recognize those contributions in this trying time.

With kind regards,  
Helen Dragas

[REDACTED]

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**From:** Harris, Susan (sgh4c) [sgh4c@eservices.virginia.edu]  
**Sent:** Sunday, June 17, 2012 11:22 PM  
**To:** Helen Dragas  
**Subject:** Re: meeting tomorrow

Helen,

Just wanted to keep you in the loop. i spoke with Travis to nail down the schedule for tomorrow. Travis' recommendations are as follows:

1. Start at 3:00 in open session with your remarks and Hillary's. Travis thinks we should film this part of the meeting, and so we will have a UVA film crew in the Board room.
2. Go into super executive session at 3:20 to 3:30, with Terry's statement first on the agenda.
3. Continue in exec session with discussion among Board members.
4. Resume in open session and present any resolutions for vote.

Carol and I are meeting with Travis tomorrow morning to view the Board room and finalize plans.

Susan

Sent from my iPad

On Jun 17, 2012, at 9:03 PM, "Helen Dragas" <[HDragas@dragas.com](mailto:HDragas@dragas.com)> wrote:

Thank you.

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**From:** Harris, Susan (sgh4c) [<mailto:sgh4c@eservices.virginia.edu>]  
**Sent:** Sunday, June 17, 2012 8:58 PM  
**To:** Helen Dragas  
**Subject:** RE: meeting tomorrow

Helen,

We have already set up the Board meeting, including food and drink, police presence, sound system, seating.

You should expect the media to try to talk to you after the meeting. As I told Travis, you can come and go either through the Board office, or probably better, through Bob Sweeney's office.

Susan

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**From:** Helen Dragas [<mailto:HDragas@dragas.com>]  
**Sent:** Sunday, June 17, 2012 8:10 PM  
**To:** Harris, Susan (sgh4c)  
**Subject:** meeting tomorrow

Susan,

I talked to Travis and he relayed some of your messages to me. Please do invite George Cohen, Tom Faulders, and the VP's to the open session, as well as Michael and John. Due to limited seating in the

room, perhaps the deans might want to choose a few among themselves to come as well. I expect the open session will last approximately 15 – 20 minutes (maybe less), after which we will go into super-super executive session to receive Terry's remarks and then to discuss the interim candidates. I expect this discussion to take quite a long time – perhaps a couple of hours. Would you be able to arrange some snacks and drinks for members?

We will then come out of executive session and, if we have agreed on a candidate, take a vote at that time. We will not be making additional comments to the press afterwards, so please make sure they are fully informed of this at the end of the open session so they can go home. We will have a press release prepared for each of the candidates we are considering, so if we do agree on a candidate, we'll be prepared to issue a release.

Format:

Opening remarks (Helen)  
Remarks by Hillary Hurd

Super super executive session (board only)

Vote on Interim Candidate

Adjourn

Please let me know if I've left anything out and any other suggestions you may have. Thank you for your assistance with this – sorry it is so late in coming.

Helen

Helen E. Dragas  
Chief Executive Officer  
The Dragas Companies



[hdragas@dragas.com](mailto:hdragas@dragas.com)  
[www.dragas.com](http://www.dragas.com)



[REDACTED]

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**From:** Julia Sutherland [jsutherland@pstrategies.com]  
**Sent:** Monday, June 18, 2012 12:23 PM  
**To:** Helen Dragas  
**Cc:** John Ulliot; Travis Thomas; Mia Freis Quinn  
**Subject:** Re: Statement

Absolutely. Will wait for your ok. Thx.

Julia Sutherland  
Public Strategies Inc.  
[REDACTED] office  
[REDACTED] cell  
Sent from my iPhone

On Jun 18, 2012, at 12:21 PM, "Helen Dragas" <[HDragas@dragas.com](mailto:HDragas@dragas.com)> wrote:

Please hang in there for 20 more minutes while I take a final final look at it. Thank you.

---

**From:** Julia Sutherland [<mailto:jsutherland@pstrategies.com>]  
**Sent:** Monday, June 18, 2012 12:17 PM  
**To:** John Ulliot  
**Cc:** Helen Dragas; Travis Thomas; Mia Freis Quinn  
**Subject:** Re: Statement

Please let me know when it is ready to go to Public Affairs office to format for release. They probably need about an hour to get it ready and make copies for media and post at 3 pm. So i'd like to send to Carol no later than 2. Thanks.

Julia Sutherland  
Public Strategies Inc.  
[REDACTED] office  
[REDACTED] cell  
Sent from my iPhone

On Jun 18, 2012, at 11:46 AM, "John Ulliot" <[John.Ulliot@hkstrategies.com](mailto:John.Ulliot@hkstrategies.com)> wrote:

Here is the final as prepared for delivery.

---

**John Ulliot**  
Senior Vice President

john.ulliot@hkstrategies.com  
D : +1 [REDACTED]  
M : +1 [REDACTED]

<image001.jpg>

Hill+Knowlton Strategies  
607 14th Street, NW, Suite 500  
Washington, DC, 20005 United States

## BOV Remarks

I hereby call this special meeting of the Board of Visitors to order.

I'd first like to call on the student representative of the Board of Visitors, Hillary Hurd, who has asked to make a statement to the Board. She represents the 21,000 reasons why we are all here – our students; her comments are particularly relevant today.

(Hurd Remarks)

Thank you very much, Hillary. Now, on behalf of the Board of Visitors, I'd like to speak directly to the extended UVA family – to our students, faculty, staff, alumni, and friends. We reach out to you today as fellow sons and daughters of this University, who studied here, matured into adulthood here, made friends here, met spouses here, and walked the hallowed Lawn.

We share your love of this institution and its core values of honor, integrity, and trust. Like you, we have given our energy, commitment, and resources to the University. And, like you, we are inspired by the magic of UVA every time we speak with students and faculty. Through service to the University, we have had the true honor of witnessing up close all that the University community does so well.

This has been a difficult week for the University. It is never easy to announce a change in leadership, particularly after a relatively short period of time since the last selection.

While our actions in this matter were firmly grounded in what we believe to be in the very best and long-term interests of the University, and our students, faculty, staff, and alumni, we want to express our sincere regret for the pain, anger and confusion they

have caused among many in our UVA family. We certainly never wished nor intended to ignite such a reaction from the community of trust and honor that we all love so dearly. We recognize that, while genuinely well-intended to protect the dignity of all parties, our actions too readily lent themselves to perceptions of being opaque and not in keeping with the honored traditions of this University. For that reason, let me state clearly and unequivocally: you – our UVA family – deserved better from this Board, and we have heard your concerns loud and clear.

The Board of Visitors exists to make these kinds of judgments on behalf of all the constituencies of the University. While the broader UVA community – our students, faculty, alumni, and donors, among others – have varied and important interactions and touch-points with our University leadership, the Board is the one entity that has a unique vantage point that enables us to oversee the big picture of those interactions, and how the leadership shapes the strategic trajectory of the University. Simply put, we have the responsibility, on behalf of the *entire* community, to make these important and often difficult calls.

We have heard your demands for a fuller explanation. And while our answers may seem insufficient and poorly communicated, we have responded with the best we have to offer – the truth.

As Visitors, we have the very highest aspirations for the University of Virginia: for it to reach its fullest potential as a 21<sup>st</sup> century Academical Village, always rooted firmly in our enduring values of honor, integrity and trust. We crave to deliver the finest education and the most cutting-edge health care possible. Achievement of this singular goal is only possible through focused, specific, and well-funded institutional direction and vision, created not by the

Board of Visitors, but by those who own the academic content and who steward the financial and physical resources of the University -- the President, Provost, Chief Operating Officer, and the faculty. And, to set the record straight on an important point, the Board has never, nor will we ever, direct that particular programs or courses be eliminated or reduced. These matters belong to the faculty.

Simply put, we want the University to be a leader in fulfilling its mission, not a follower. We want the very best caliber education and experience delivered to the 21,000 students for whom we are responsible. We crave the highest quality care for the almost 900,000 patient visits attended to by the exceptional doctors, nurses, and staff members in the UVA Medical Center. We seek to elevate access, affordability, quality and diversity for every student and each patient. And in our push for excellence we seek to be responsive to families and taxpayers who foot our bills and to legislators who demand accountability.

This is all to say that there is not one single person on earth whose interests we would ever put above those of the thousands of stakeholders entrusted to our care. Not one President, not one administrator, not one faculty member, and certainly not one donor.

Yes, we require external philanthropy to operate. We believe that it should be solicited according to the University's articulated priorities -- in particular, on raising resources to reverse the slide in faculty compensation to combat the increasingly intensive raid on our talented faculty. We absolutely must find ways to provide for the recruitment of our next generation of eminent scholars and researchers.

As we look forward to the transition to new leadership at the University – a process that begins today with our deliberation over the selection of an interim President -- the UVA family can rest assured that it will have a great deal of input. We have already met with student and faculty leadership, and we agreed to broadening and deepening our interaction and engagement going forward. For selection of the next president, our Board Manual calls for setting up a special committee, which, in addition to some Board members, will have representation from students, faculty alumni and staff. We look forward to your participation in this important process.

On a personal note, I want to say something about our outgoing President, Terry Sullivan. Dr. Sullivan has put all of her considerable energies – and then some -- into her work as President, and we owe her a great deal of gratitude for her service, her enthusiasm for improving UVA, and for always keeping the best interests of this University foremost in mind. We hope that Dr. Sullivan will remain an important contributing member of our UVA family in the coming years, and we are very fortunate to have had the benefit of her service.

I want to thank the UVA family for enduring the tumult of this difficult week. It has been exceptionally trying for all of us, and we accept our great share of responsibility for that. Going forward, the Board of Visitors pledges to work closely with you as we all pull together to restore the foundational unity of Mr. Jefferson's University for current and future generations.

(Thank you very much. I now ask that we move to executive session [to discuss XXX] – motion?)

[REDACTED]

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**From:** Helen Dragas  
**Sent:** Tuesday, June 19, 2012 1:09 PM  
**To:** Carol Wood  
**Cc:** John Ulliot  
**Subject:** interviews

Carol,

I hope you got some rest this morning. Thank you for your hard work over these trying days – I know this has been especially hard on you and your staff. Let's hope it settles down very soon.

Would you please compile requests for interviews or information and send them to me and John Ulliot? I'd appreciate it very much. Just let me know if you have any questions.

Best regards, Helen

Helen E. Dragas  
Chief Executive Officer  
The Dragas Companies



[hdragas@dragas.com](mailto:hdragas@dragas.com)  
[www.dragas.com](http://www.dragas.com)



**(This e-mail was provided to The Post in a format that was difficult to read. This message has been copy-and-pasted from the original document.)**

**From:** John Ullyot [John.Ullyot@hkstrategies.com]  
**Sent:** Tuesday, June 19, 2012 6:18 PM  
**To:** Helen Dragas  
**Subject:** Re: Statements

Two statements:

1) It's unfortunate that Mark felt the need to resign over an action that was taken with general Board consensus, and one that I am confident will clearly improve the strategic direction of the University. His service on our Board was outstanding, and he will be missed.

We are excited at the appointment of an interim President and are looking forward to beginning a formal institutional review process relative to our peer institutions, and developing a robust and fully inclusive strategic plan under his successor.

2) Today I have asked the Governor not to reappoint me to a second term as Rector.

As much as I'm certain that changing leadership will clearly improve the strategic direction of the university, I simply believe that the actual selection of U.Va.'s next President should go forward under the fresh perspective of a new Rector.

I deeply appreciate the opportunity to join so many others in service to this great University, and look forward to remaining engaged in the community going forward.

**John Ullyot**

Senior Vice President  
john.ullyot@hkstrategies.com  
Hill+Knowlton Strategies  
607 14th Street, NW, Suite 500  
Washington, DC, 20005 United States

**From:** Mia Freis Quinn [Mia.Quinn@hkstrategies.com]  
**Sent:** Thursday, June 21, 2012 2:21 PM  
**To:** Helen Dragas  
**Cc:** John Ulyot  
**Subject:** a few tweets-- Sunday rally planned & new Facebook page

Helen, I work with John Ulyot and team. I'm going to include you on our news updates moving forward. To start, see the few tweets below. Let me know if you have any questions.

Thanks,  
Mia

More on Sunday's UVA rally here: <https://www.facebook.com/events/407375069312573>



2m **The Cavalier Daily** @cavalierdaily

Rally scheduled for 2pm on the Lawn. Protestors to call for "formal investigation" into #UVA BOV and the reinstatement of #Sullivan

Expand

- [Reply](#)
- [Retweet](#)
- [Favorite](#)



5m **The Cavalier Daily** @cavalierdaily

Rally against #UVA BOV planned for Sun. to protest "the evidence of backdoor dealings in the emails recently obtained by the Cavalier Daily"

Expand

- [Reply](#)
- [Retweet](#)
- [Favorite](#)



42m **Henry Graff** @HenryGraff

Doug Laycock -- #Sullivan's husband -- tells me that she will release a statement today asking for civility on #UVA grounds.

Retweeted by NBC29

Expand

- [Reply](#)
- [Retweet](#)
- [Favorite](#)

--  
**Mia Freis Quinn**  
Vice President

[Mia.Quinn@HKStrategies.com](mailto:Mia.Quinn@HKStrategies.com)

[REDACTED]

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**From:** csw8a@virginia.edu  
**Sent:** Thursday, June 21, 2012 10:33 PM  
**To:** Helen Dragas  
**Subject:** Re: Statement - please circulate to the press and to the BOV, students, faculty, staff, alumni, COF members, Foundation members

That will go out in the am. It's on a different email system. C  
Sent via BlackBerry by AT&T

---

**From:** Helen Dragas <HDragas@dragas.com>  
**Date:** Fri, 22 Jun 2012 02:16:45 +0000  
**To:** csw8a@virginia.edu<csw8a@virginia.edu>  
**Subject:** RE: Statement - please circulate to the press and to the BOV, students, faculty, staff, alumni, COF members, Foundation members

Please send as well to the alumni. Thank you.

---

**From:** csw8a@virginia.edu [mailto:csw8a@virginia.edu]  
**Sent:** Thursday, June 21, 2012 9:00 PM  
**To:** Helen Dragas  
**Subject:** Re: Statement - please circulate to the press and to the BOV, students, faculty, staff, alumni, COF members, Foundation members

It went to pres right away, then later It went out to students, staff and faculty. I sent to alison traub to send to COF and assume that she sent right on to them.  
I think that covers everyone. C  
Sent via BlackBerry by AT&T

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**From:** Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)>  
**Date:** Fri, 22 Jun 2012 00:36:21 +0000  
**To:** Wood, Carolyn (csw8a)<[csw8a@eservices.virginia.edu](mailto:csw8a@eservices.virginia.edu)>  
**Subject:** RE: Statement - please circulate to the press and to the BOV, students, faculty, staff, alumni, COF members, Foundation members

When will you circulate it to the others listed above? Thank you, Helen

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**From:** Wood, Carolyn (csw8a) [<mailto:csw8a@eservices.virginia.edu>]  
**Sent:** Thursday, June 21, 2012 6:25 PM  
**To:** Helen Dragas; Carol Wood ([cwood@virginia.edu](mailto:cwood@virginia.edu))  
**Cc:** Harris, Susan (sgh4c)  
**Subject:** Re: Statement - please circulate to the press and to the BOV, students, faculty, staff, alumni, COF members, Foundation members

Helen — got it. Will send to press shortly -- and work with Susan so that it goes to BOV members first. -- c

June 21, 2012

In my statement to the Board on Monday, I conveyed my heartfelt apologies for the pain, anger and confusion that has swept the Grounds over the last 10 days, and said that the UVA family deserved better from your Board.

I also indicated that this University was entitled to a fuller explanation of the Board's thinking for collectively taking the action that we did, and explained that, as Visitors, we have the very highest aspirations for the University of Virginia -- for it to reach its fullest potential as a 21<sup>st</sup> century Academical Village, always rooted firmly in our enduring values of honor, integrity and trust -- and that we want the University to be a leader in fulfilling its mission, not a follower.

Although I was reluctant to go into detail on our concerns, as I said, we owe you a more specific outline of the serious strategic challenges that alarmed us about the direction of the University. No matter how you feel about our actions, these challenges represent some very high hurdles that stand in the way of our University's path to continued success in the coming decade, and they are going to remain front and center for the next Board and the next President over the coming years. Simply put, the UVA family must be clear-eyed about the shoals and dangers that exist below the surface, and the hard work and strategic planning it will take for this community to navigate them together.

While the UVA student experience remains premiere, though our faculty creates dynamic newknowledge every day, and despite the enduring magic of Mr. Jefferson's University, the bottom line is the days of incremental decision-making in higher education are over, or should be. For some time, the Board of Visitors has been concerned about the following difficult challenges facing the University -- most of which are not unique to UVA -- and we concluded that their structural and long-term nature demanded a deliberate and strategic approach, not an incremental one.

1. State and federal funding challenges – Since 2000, state funding per student has declined from \$15,300 to \$8,300 per student in constant dollars. Governor McDonnell has done much to restore stability to state funding, but the outlook for economic growth in this area over the long term is bleak. Federal research funding and federal support of student loans are both in decline, with no expectation of a recovery, putting pressure on the University to replace these revenue sources with sustainable alternatives. The University has no long-range plan to do so.
2. The changing role of technology in adding value to the reach and quality of the educational experience of our students. Bold experimentation and advances by the distinguished likes of Stanford, Harvard, and MIT have brought online learning into the mainstream, virtually overnight. Stanford's president, John Hennessy, predicted that "there's a tsunami coming", based on the response to online course offerings at Stanford (one course enrolled an astounding 160,000 students). Michigan, Penn, Princeton, Yale, and Carnegie Mellon are all taking aggressive steps in this direction. The University of Virginia has no centralized approach to dealing with this potentially transformational development.
3. A dynamic and rapidly changing health care environment. The UVA Medical Center, while excelling at cutting edge patient care and research, competes with competent and sophisticated private health systems providing high quality health care in a market undergoing substantive structural change. At the behest of the Board of Visitors, the Medical Center undertook a strategic planning study in 2011 that resulted in a well-articulated plan. Implementation will require strong leadership and very ambitious interim steps.
4. Heightened pressure for prioritization of scarce resources. Difficult choices will have to be made to balance competing demands for financial aid (the University's generous, \$95 million per year financial aid program, AccessUVA, has consumed resources at an unsustainable and alarming rate over the last five years, yet it is considered necessary to compete with many elite private institutions in attracting the best and the brightest students) and faculty and staff recruitment, and retention. A wave of faculty retirements is coming over the next seven years, and faculty retention is increasingly difficult due to stagnation in faculty salaries. The College of Arts and Sciences alone estimates it would take \$130 million by 2016 to provide competitive compensation and start-up costs to fulfill its aspirations in the humanities and the sciences. Yet, the University has no articulated long-range plan that prioritizes these competing demands for resources.
5. Issues of faculty workload and the quality of the student experience. The ratio of students to faculty is deteriorating. This change has not occurred as a part of a thoughtful process and planned strategy to integrate technology into introductory courses while extending important small group and individual interactions between faculty and students. Rather, it reflects the stresses of increased enrollment and insufficient resource prioritization.
6. Issues of declining relative faculty compensation. In a letter dated May 11, 2012, the College of Arts and Sciences faculty issued a letter to the Board almost identical to one it issued to the Presidential search committee in 2009. It demanded urgency in addressing the decline of UVA in faculty compensation from 26th to 36th since 2005 among Association of American University peers, and noted our relatively poor performance vis-à-vis key public competitors such as UCLA, Berkeley, Michigan, and UNC.
7. Drifting engagement direction – The securing of philanthropic gifts and grants from a broader base of supporters is critically important as our devoted volunteer leadership attempts to finish the UVA capital campaign. Large gifts received over the last year include much appreciated, donor-driven funds for international squash courts and contemplative sciences (the confluence of Eastern thought, yoga, meditation, etc.). Central institutional priorities should be articulated and highlighted for engagement, but cannot be without development of a specific vision and plan.
8. Research funding and activity – Research funding has been in decline, and we have decreased in federal higher education research rankings in the past five years. In 2008, we were #70 in the nation overall (compared to Virginia Tech's #43 ranking). These statistics are incongruous with other characteristics of the University that suggest we should be a research powerhouse. Mr. Jefferson's vision for his University and his early encouragement of the sciences suggests the same. In areas of applied research, UVA often is not the first institution in Virginia that governmental units and businesses go to when they need a partner.
9. Increasing accountability for academic quality and productivity. These issues are foremost on the minds of students, family, and legislators. The Board well understands that curricular programming is the responsibility of the faculty, and the Board has never suggested any specific curricular adjustments. It is the Board's responsibility, however, to ask for evidence that the current curriculum is meeting its stated goals and also to ask how well any particular curriculum or program actually prepares UVA graduates for the increasingly complex, international world in which they will live and compete. There is no long-term program in place for assessment, reporting, and improvement in many disciplines.

10. Increasing importance of a proactive, contemporary communications function. The recent events unfolding at UVA have proven a demonstrated need to fortify university communications functions with updated technologies. We need faster, multi-platform communications including cutting-edge use of mobile, digital and social media to complement a more traditional media-relations function and press outreach to tell the UVA story.

This is but a partial list. Put together, these challenges represent an extremely steep climb, even if the University were lean and on top of its game. Yet in the face of these challenges, the University still lacks an updated strategic plan.

Believe it or not, the last time the University developed a concrete, strategic plan was a decade ago – in 2002. We deserve better – the rapid development of a plan that includes goals, costs, sources of funds, timelines and individual accountability. And, without micromanaging details such as calling for the elimination of specific programs or mandating distance learning, the Board did insist, and still insists, that the University leadership move in a timely, thoughtful, and organized fashion to address these and similar issues. Failing this, the University of Virginia will continue to drift in yesterday.

At the time of President Casteen's retirement, the search process should have included a thoughtful assessment by uninvested third parties who, in collaboration with the institution's stakeholders, would have examined everything from academic programs, faculty assignments, student services, research activity, technology, tuition and admissions strategies, administrative expenditures, public service and outreach, private support, the Medical School and hospital, and, yes, governance, both at the administrative and board levels.

With this said, I agree with critics who say that we should have handled the situation better. In my view, we did the right thing, the wrong way. For this, I sincerely apologize, and this and future boards will learn from our mistakes. However, as much as our action to effect a change in leadership has created a wave of controversy, it was motivated by an understanding of the very stiff headwinds we face as a University, and our resolve to push through them to forge a future that is even brighter than imaginable today.

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John Ulliot

Senior Vice President

john.ulliot@hkstrategies.com





[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, June 22, 2012 2:10 PM  
**To:** hoosonline@virginia.edu; Helen Dragas  
**Cc:** sgh4c@virginia.edu; john.ullyot@hkstrategies.com  
**Subject:** Re: Message from the University Rector

Dear Ms. Dragas:

Probably you have not read my previous emails to you, and won't flatter myself that this broadcast email is your response to those, but this leaves me cold. Last night I looked at the metadata associated with the pdf version of this provided to the Washington Post; it appears that this is not solely your work, and instead it is the product of a Hill & Knowlton employee who didn't have the savvy to strip that metadata. Sure, you have the right to employ a PR firm, but must you be so obvious about it? It concerns me that it seems that the UVa Foundation paid for this. Also, many of your points seem awfully similar to those made by President Sullivan in her May 3 strategic plan presented to the Board of Visitors.

Please admit that you did the wrong thing, the wrong way, and seriously consider resigning from the Board of Visitors, for the sake of our beloved University.

Very truly yours,  
[REDACTED]

Alexandria, VA  
College 1978  
Life Member, UVa Alumni Association

On 22 Jun2012, at 11:38 a.m., Helen Dragas, Rector, University of Virginia wrote:



June 22, 2012

In my statement to the Board on Monday, I conveyed my heartfelt apologies for the pain, anger and confusion that has swept the Grounds over the last 10 days, and said that the UVA family deserved better from your Board.

I also indicated that this University was entitled to a fuller explanation of the Board's thinking for collectively taking the action that we did, and explained that, as Visitors, we have the very highest aspirations for the University of Virginia -- for it to reach its fullest potential as a 21st century Academical Village, always rooted firmly in our enduring values of honor, integrity and trust -- and that we want the University to be a leader in fulfilling its mission, not a follower.

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, June 22, 2012 11:51 AM  
**To:** Helen Dragas  
**Subject:** Re: Message from the University Rector

Rector Dragas,

With all due respect ma'am, if you had released this statement two weeks ago and had been transparent throughout the whole ordeal, I may have been more inclined to support you. With as terribly as you have handled the situation, I cannot support your leadership role at this university any longer. I implore you to consider resignation, but please wait until after the protest on Sunday, because I have invested a lot of time and effort on satirical posters for the event.

Many thanks, and best regards,  
[REDACTED]

On Fri, Jun 22, 2012 at 11:39 AM, Helen Dragas, Rector, University of Virginia <[hoosonline@virginia.edu](mailto:hoosonline@virginia.edu)> wrote:

June 22, 2012

In my statement to the Board on Monday, I conveyed my heartfelt apologies for the pain, anger and confusion that has swept the Grounds over the last 10 days, and said that the UVA family deserved better from your Board.

I also indicated that this University was entitled to a fuller explanation of the Board's thinking for collectively taking the action that we did, and explained that, as Visitors, we have the very highest aspirations for the University of Virginia -- for it to reach its fullest potential as a 21st century Academical Village, always rooted firmly in our enduring values of honor, integrity and trust -- and that we want the University to be a leader in fulfilling its mission, not a follower.

Although I was reluctant to go into detail on our concerns, as I said, we owe you a more specific outline of the serious strategic challenges that alarmed us about the direction of the University. No matter how

[REDACTED]

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**From:** [REDACTED]@virginia.edu]  
**Sent:** Friday, June 22, 2012 9:11 PM  
**To:** Helen Dragas  
**Subject:** Your PR firm isn't helping

Stop wasting UVa's money.

## **Statement by Rector Dragas in Response to Governor McDonnell**

June 22, 2012 — Governor McDonnell is right that three meetings on this issue are enough, and we must get final resolution on this matter on Tuesday so the UVA family can move forward.

I also agree with him on the importance of providing clear explanations of our actions, as I aimed to do in my statement yesterday, while being mindful of the constraints of the confidentiality of personnel matters and the non-disparagement agreements in the President's contract.

I appreciate the Governor's leadership in affirming the importance of Board governance, and that we alone are appointed to make these decisions on behalf of the University, free of influence from outside political, personal or media pressure.

I look forward to a respectful and dignified meeting on Tuesday, and to an important discussion of the implications of any decision we make on the ability of future Boards to lead the University.



[REDACTED]

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**From:** Wood, Carolyn (csw8a) [csw8a@eservices.virginia.edu]  
**Sent:** Saturday, June 23, 2012 9:41 AM  
**To:** Helen Dragas; csw8a@virginia.edu  
**Subject:** Re: Governor's statement and letter

Helen — the governor's statement and letter went up on the home page last evening. It's in one of the big rotation box on the top center of the page. I'm working on the mass email now. c

---

**From:** Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)>  
**Date:** Sat, 23 Jun 2012 02:43:48 +0000  
**To:** "csw8a@virginia.edu" <[csw8a@virginia.edu](mailto:csw8a@virginia.edu)>  
**Subject:** RE: Governor's statement and letter

Carol,

Perhaps something in the title block just stating "Statement of the Governor" would do. Thanks, Helen

---

**From:** [csw8a@virginia.edu](mailto:csw8a@virginia.edu) [<mailto:csw8a@virginia.edu>]  
**Sent:** Friday, June 22, 2012 7:58 PM  
**To:** Helen Dragas; Carol Wood ([cwood@virginia.edu](mailto:cwood@virginia.edu))  
**Cc:** Susan Harris ([sg4c@virginia.edu](mailto:sg4c@virginia.edu))  
**Subject:** Re: Governor's statement and letter

Helen -- want to verify: would you like a brief cover note to go with email?

Also, so you know, I left my lapt top in the office, so I can't send out tonight. But not sure many looking at email on a friday night. [REDACTED] returns at nine tomorrow am, so I can run into the office and send email first thing in am.

We had already posted a link to go'v statement on homepage, but I can call tonight to our. Web folks and have it changeds to full text.

I'll alert you when all accomplished. C  
Sent via BlackBerry by AT&T

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**From:** Helen Dragas <[HDragas@dragas.com](mailto:HDragas@dragas.com)>  
**Date:** Fri, 22 Jun 2012 22:24:27 +0000  
**To:** Carol Wood ([cwood@virginia.edu](mailto:cwood@virginia.edu))<[cwood@virginia.edu](mailto:cwood@virginia.edu)>  
**Cc:** Susan Harris ([sg4c@virginia.edu](mailto:sg4c@virginia.edu))<[sg4c@virginia.edu](mailto:sg4c@virginia.edu)>  
**Subject:** Governor's statement and letter

Carol – I would like for you to post the following statement of the Governor (in text, not the link) on the UVA website front page, and distribute it to students, faculty, staff, and alumni.

<http://www.governor.virginia.gov/News/viewRelease.cfm?id=1304>

Please do the same with the attached letter.

And, finally, please confirm that you received this message and let me know when you have completed the actions.

[REDACTED]

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**From:** Wood, Carolyn (csw8a) [csw8a@eservices.virginia.edu]  
**Sent:** Saturday, June 23, 2012 11:39 AM  
**To:** Helen Dragas  
**Cc:** Sweeney, Robert (rds2j); Harris, Susan (sgh4c); Rivers, Nancy (nan9k); Simon, John (jds2ts); Strine, Michael (ms6vu); Zeithaml, Carl (cpz6n)  
**Subject:** update on governor's message

Helen — as I mentioned in my note of earlier this morning, the Governor's messages went up last evening on the home page. And this morning I sent out the gov's messages to the university community.

It takes us longer to do the alumni messages, and we're preparing to do that, but I wanted to touch base with you before we hit send.

This news from the governor was very widely covered and I can't imagine there are many people who are following this story who are not already aware of the governor's messages. Add to that the fact that his messages are very prominent on the University's homepage.

In addition, our alumni are getting very weary from all the emails on this topic. In fact, they are pretty peeved. On Friday, the Alumni Association delivered 5,000 responses to the Board office, and the majority are for the Board to reinstate Terry. We have an additional 1,000 responses to earlier emails that you sent to University community. Responses are overwhelmingly negative toward the Board.

I am well aware of the fact that you don't trust my advice — that has been very clearly communicated to me by all three of the outside PR firms you have talked with -- and I'm sorry for that. But I sincerely believe that sending one more email to alumni today will result in another onslaught of negative responses from alumni. It will not be good for you; it will not be good for our University.

I feel sure that you will not believe this, but I am as concerned for you as I am for Terry as I am for every member of our community. The pain that we are all experiencing is palpable across the University's grounds.

There was great joy when Terry was appointed our first woman president and there was equal joy when you were appointed our first woman rector. We all saw history in the making — two distinguished women leaders in their own right at the helm of the University of Virginia. How quickly that joy has been replaced by sorrow and disbelief.

We will send the email out if you still wish to do that, but I wanted you to be aware of my thoughts. -- with kind regards, c

Carol Wood  
Associate Vice President and University Spokesperson  
Office of the President / University of Virginia  
cwood@virginia.edu  
office: [REDACTED] / home: [REDACTED] / cell: [REDACTED]

## **Statement of Rector Helen Dragas to the Board of Visitors on June 26, 2012**

### Opening Statement

I hereby call this special meeting of the Board of Visitors to order.

The last two weeks have been like no other in the University's history. They have turned all eyes in higher education to our Academical Village. While the issues we face are not singular to UVA, the path we choose forward will be ours alone. Whichever way this vote today goes, I am convinced that this University, with all its complex components and talented people pulling together, can create that path, and emerge as an even stronger institution after our meeting today. I will have more to say on that later.

I'd like to reiterate an apology to the UVA community. Again let me state that we never wished nor intended to ignite such a reaction from the community of trust and honor that we love so dearly. Mindful of the constraints of the confidentiality of personnel matters and the non-disparagement agreements in the President's contract, we simply did not give adequate context to and reasoning behind our thinking, and the concerns we had about the direction of the University that led us to take the action that we did. Our communications department became quickly overwhelmed, preventing us from offering timely explanations. Into that vacuum arose stories of conspiracy theories and other inaccuracies, and the situation became enormously dramatized and emotionally charged. Although I put forward a detailed statement outlining specifics on ten of our principal concerns about UVA's future last Thursday, that came too late, and I want to say once again to the University, and directly to my fellow Visitors: I sincerely apologize for the way this was presented, and you deserved better.

In his statement on Friday, Governor McDonnell issued us a clear mandate – we need to resolve this issue today, by way of a clear, detailed and unified position that this Board takes objectively, without pressure from outside groups. He has also made an important point about Board governance – that the buck rightly stops with us: “University Boards make key personnel and policy decisions that must be followed,” he said. So what we do today will indeed be the final word on this subject.

To that end, I want to close by acknowledging the sincere and heartfelt feelings that students, faculty, alumni, staff and donors have expressed to us over the past two weeks. Many of you have reached out to us personally in a thoughtful and constructive way. I want to say that I deeply respect your engagement and your sentiments on this issue. Like each of us on the Board, you have the best interests of the University at heart, and we appreciate the civil and constructive approach many of you have taken in voicing your opinions on this matter of great emotion.

I will now call on Heywood Fralin to introduce an important resolution that he has worked on for today's meeting; I will speak to the substance of the resolution immediately following his remarks.

(Recognize Heywood)  
(Heywood motion)

### Statement on Motion

Prior to these events, there seemed to be a roadblock between the Board's sense of urgency around our future in a number of critical areas, and the Administration's response to that urgency. Also, many of our concerns about the direction of the University remained unknown to all but a few. This situation has now keenly focused the attention of the entire University community on the reality and urgency of the specific challenges facing the University – most of which, once again, are not unique to UVA – but whose structural and long-term nature do require a deliberate and strategic approach.

I believe real progress is more possible than ever now, because there is absolutely no denying that all of the wonderful people who make up this community are as awake and engaged as ever. At all levels, from the Board of Visitors (which used to be an irrelevant group to most of the UVA family), to the faculty and students, and all the way down to the building maintenance technician who has been courageously sending me supportive messages,

people are focused not only on our values, but also on our challenges. Whereas before, the touchpoints and intersections among us were informative and interesting, now the work ahead will surely be charged with renewed passion and energy for accelerated progress in tackling the many challenges faced by every university today. It is unfortunate that we had to have a near-death experience to get here, but the University should not waste the enormous opportunity at hand.

This crisis has allowed us to see clearly how much we all share the goal of a University that is fully and richly equipped with a long-range strategy to meet the many challenges it will face in the future. To that end, the steps taken after today will impact how the University responds to a number of critical pressures that are being felt around the country in higher education, including the fragility of public resources, the role of technology, and issues of faculty workload and the quality of the student experience, to name but a few. Now, the University needs to be on the forefront of that change, whether it wants to or not. But leadership is in the DNA of this great place, and it will rise to meet these and other pressing needs of the future.

There are other good things that have come out of all this. First and foremost, I believe the values of honor, integrity and trust have been truly tested, and yes, cracks have manifested themselves. We, as a Board, breached the trust of the institution by not having a publicly noticed meeting to discuss a matter of such importance. On the other hand, we have been the target of, at times, vitriolic and dishonorable communication based on a mob mentality that has been created by rumor and too little accountability from anonymous sources of information. This is plainly not the UVA way, and we are all heartened that a lot of that has been called out for what it is.

But values are platitudes and just empty words on monuments until they are truly tested. The trials of the last two weeks have given us all a unique opportunity to witness the true strength of character of this community, and that of its individual members. It has given us a keenly sharpened awareness of the critical importance of the values we espouse, and it has fostered much discussion about other values. My UVA email has been poetically blooming with words of love, grace, forgiveness, wisdom, and renewal. Yes, the garden of my inbox also has a lot of fertilizer in it as well. But this too shall pass.

As tumultuous as the last two weeks have been, they have produced a great deal of education and dialogue on Grounds concerning the University's future, and the UVA family is more engaged than ever before on the issues we face together. You can hear focused, respectful conversations about the role and authority of a Board, the needs and concerns of the faculty, the very specific challenges that UVA faces, and the unique leadership role and responsibilities of the University President in meeting those challenges. In addition to an appreciation of the challenges facing the University, we have also seen respectful statements on the Lawn, and in writing, all acknowledging how much students, faculty, deans and alumni love the University, and a willingness to come together in a shared purpose, both to heal emotions and to make real and measureable progress on the issues we face.

To that end, I want to say that I met with Terry Sullivan just before this meeting, and we had a very good conversation. We both acknowledged the difficulty of the last two weeks and the impact it has had on the UVA family. And, in our conversation, we have both come to the conclusion that it's time to bring the UVA family back together.

As Rector and President, we actually have far more in common than not, and, working together in close communication, we can jointly agree upon the best strategic vision for the school, and a realistic and measureable roadmap to make that vision a reality. We have always respected each other greatly on a personal level, and still do. We also agree with Governor McDonnell on the importance of Board governance, and that the Board exists in large part to make difficult decisions for the good of the University. Most important, we both share the same goal – for UVA to reach its fullest potential as a 21st century Academical Village and remain a leader among Universities when it comes to innovation and the overall student experience.

Recognizing that, the Board should all come together – to bring this University quickly toward a process of healing that respects the Board's governance, while also committing to faster and more measurable progress against a number of real challenges we all face as an institution.

We also both appreciate statements from many in the UVA family that have demonstrated a willingness to come together in a shared sense of purpose for progress and reform in these areas if an agreement could be reached. Last week's statement by the Deans of the schools, as but one example, states, "there will be excitement, rededication and a real sense of accomplishment and hope for the future among all of our constituents if we can work out a middle path."

For the good of the University, in working with Heywood and a number of others, this Board has found that middle path, and we look forward to working with President Sullivan, and our students, faculty, staff, alumni and donors to rebuilding a sense of mutual trust and redoubling our efforts to keeping UVA on the forefront of higher education now and well in the future.

For this reason, and for the good of the University, I support the resolution on the table to reinstate President Sullivan, and urge others on the Board to do so as well.





Published on *UVA Today* (<http://news.virginia.edu>)

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## Joint Statement From the Rector and President of the University of Virginia

July 16, 2012

[Carol S. Wood](#)

This is an important moment in the history of our great University. Recent events have caused the respect that U.Va. generates to acquire a new level of energy, focusing widespread attention on our future. We are unequivocally united in the belief that the institution's future is brighter than ever. Together, we commit to harness this renewed energy to advance the University's leadership role in higher education.

Our University faces the same challenges – many of them resource issues, both financial and human – as our peer institutions. We are prepared to address them in ways that are consistent with the vision of our founder, the integrity of our Honor Code, and the aspirations of our community.

As first steps, we will work to strengthen the networks of communication and collaboration between each other, as well as among all of our stakeholder groups: students, faculty, and staff; members of the Board of Visitors; alumni, donors, and parents; and key external constituencies in the Commonwealth and beyond. We also commit to engaging the community in the creation of a plan of action that will sustain excellence for future generations.

As leaders of U.Va., sharing a common love for the institution and its mission in the world, we pledge to work together to ensure that our University remains a beacon for superb higher education, outstanding health care, and important research. We also call on those who share our love to join us in fulfilling Jefferson's vision for the University to become the "bulwark of the human mind."

We look forward to working with you on the critical and exciting endeavors that lie ahead.

Helen E. Dragas, Rector

Teresa A. Sullivan, President

July 16, 2012

**(This July 16 e-mail exchange was given to The Post in a format that was difficult to read, so we have copy-and-pasted parts of it into this new document. The exchange is now in chronological order.)**

**From:** Wood, Carolyn  
**Sent:** Monday, July 16, 2012 8:19 PM  
**To:** Helen Dragas  
**Cc:** Sullivan, Teresa (tas6n); Rivers, Nancy (nan9k); Harris, Susan (sgh4c)  
**Subject:** draft quote for the coursera press release

Helen — Terry asked that I draft a quote for you for the press release. If you can take a look at it (below) and get your changes back to me as soon as possible, that would be great. We will be posting the story on UVAToday this evening, although it won't actually go live until 3 a.m. If you are unable to get back to me tonight, we can always add the quote in the morning.

Also, I held off on sending the joint statement to all students, staff and faculty until we began to see the reaction from alumni. I hate to report that folks are generally not happy to receive, as they are saying, basically: "egads, not one more statement from the University." The tone of 90 percent of what we've received is "enough already. . .get to work!"

Now granted we are not getting huge numbers — maybe 20 to 30 thus far — but it's an indication of the weariness of our audiences. And I wanted you and Terry to be aware of this. I can certainly send out the email first thing in the a.m., but I wanted you all to have a sense of how sentiment is running and wanted you to have a chance to change course. The joint statement is on the University's homepage and will be covered in the news media tomorrow.

Let me know your thoughts on this and the quote below. -- all best, c

"This is good news," said University Rector Helen E. Dragas. "It's important that we begin to experiment with many new initiatives in order to see what works and what doesn't. And we're certainly in good company as we enter into this venture with Coursera. Whatever is learned will benefit all of our great institutions as we explore the use of technology in education."

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On Jul 16, 2012, at 9:09 PM, Helen Dragas wrote:

Terry,  
I would prefer that Carol does send the joint statement to students, faculty, staff, and parents (the last being a group that Carol didn't mention in her note, but one which you had suggested and I thought was a good idea), first thing in the morning. I still think it's an important communication piece. Your thoughts?  
Helen

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**From:** <Sullivan>, "Teresa (tas6n)"  
**Date:** Monday, July 16, 2012 11:48 PM  
**To:** Helen Dragas  
**Cc:** Carolyn Wood  
**Subject:** Re: draft quote for the coursera press release

Candidly, I think we will get more negative comments, but also think that anyone who reads it and says, "Oh, that's a good statement" is unlikely to send us a comment.

If you want to send it, we will. I think Pat Lampkin may control the parent list, but Carol can get access to it from her.

I like the quote for the Coursera release. The mention of good company is a positive note to strike.

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**From:** Wood, Carolyn  
**Sent:** Monday, July 16, 2012 11:57 PM  
**To:** Sullivan, Teresa

I'll get it out in the a.m. To students, staff and faculty. It went to parents today .. Alumni, parents, and friends of the u. -- c

**HILL+KNOWLTON**  
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Attn: John Nau

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June/July 2012 Consulting

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